

Cabinet

**Wednesday, 10 July 2024 at 5.30 p.m.
Council Chamber - Town Hall, Whitechapel**

Supplemental Agenda

- 6 .3 Procurement Transformation Programme (Pages 3 - 38)**
- 6 .4 Annual Strategic Delivery & Performance Report 23/24 (Pages 39 - 146)**
- 6 .7 Improving our homelessness services - update (Pages 147 - 170)**
- 6 .9 Interim use of former Shapla School Site (Pages 171 - 176)**
- 6 .10 Market Designation (Columbia Road, Watney, Whitechapel) (Pages 177 - 206)**
- 6 .11 Market & Street Trading Fees & Charges 2024/25 (Pages 207 - 222)**
- 6 .12 LBTH Productivity Plan (Pages 223 - 236)**

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Agenda Item 6.3

<p>Cabinet</p> <p>10th July 2024</p>	 <p>TOWER HAMLETS</p>
<p>Report of: Julie Lorraine, Corporate Director of Resources</p>	<p>Classification: Unrestricted</p>
<p>Procurement Transformation</p>	

Lead Member	Councillor Saied Ahmed, Cabinet Member for Resources, and the Cost of Living
Originating Officer(s)	Abdulrazak Kassim, Director of Finance Andy Grant, Interim Programme Director of Procurement (Lumensol) Liz Adebayo, Transformation Project Manager Onyekachi Ajisafe, Assistant Transformation Project Manager
Wards affected	All
Key Decision?	No
Reason for Key Decision	This report has been reviewed as not meeting the decision criteria.
Forward Plan Notice Published	04/07/2024
Exempt information	None
Strategic Plan Priority / Outcome	<p>All 8 Strategic Priorities:</p> <p>Priority One: Tackling the Cost of Living</p> <p>Priority Two: Homes for the Future</p> <p>Priority Three: Accelerate Education</p> <p>Priority Four: Boost Culture, Business, Jobs, and Leisure</p> <p>Priority Five: Invest in Public Services</p> <p>Priority Six: Empower Communities and Fight Crime</p> <p>Priority Seven: A Clean and Green Future</p> <p>Priority Eight: A Council that Listens and Works for Everyone</p>

Reasons for urgency

This report was published after the statutory publication deadline due to delays with internal consultation. It is important that this report is considered at this Cabinet meeting due to keeping with the Mayors commitment to sound competitive

processes providing opportunities for local and small business to trade with the council.

Executive Summary

This report provides a progress update on the Procurement Transformation Programme. The proposed changes respond to significant procurement failures and historical challenges that have left the Council exposed to undue risk and service failure and ensures full and exemplary compliance with the new Procurement Act 2023 that comes into force in October 2024, and the NHS Provider Selection Regime (PSR) which came into effect in January 2024. The proposed transformation programme includes an accelerated delivery plan for the upcoming changes. Those changes will ensure the Mayoral commitment to sound competitive processes providing opportunities for local and small business to trade with the council are realised quickly. This is aligned to the underlying principles of the new Procurement Act 2023.

Work completed to date has revealed there are too many routes to market involving several inefficient systems and processes, as well as a lack of training, thus resulting in misalignment with the Council's target operating model. These proposed changes will result in new policies, procedures, and an overarching procurement strategy that will secure the council's exemplar status in procurement practices ensuring we consistently deliver value for money through one of the strongest supply chains in London.

Recommendation

The Mayor in Cabinet is recommended to:

1. Note the high-level changes to procurement regulations as derived from the Procurement Act 2023, outlined in section 3.15.
2. Note the changes to procurement regulations for Health and Social Care contracts as derived from the Provider Selection Regime (PSR) which came into effect in January 2024, outlined in section 3.10.
3. Support the transformation plan to redefine the Procurement function across the Council; to be an exemplary model of best practice and better enable compliance with the new government legislations.
4. Support the proposed hub-and-spoke structure for managing procurement, to align with the Council's draft Target Operating Model. This restructuring aims to enhance efficiency and effectiveness, whilst maximising value for the Council.

1 REASONS FOR THE DECISIONS

- 1.1 The new Procurement Act 2023 comes into force in October 2024 and the NHS Provider Selection Regime (PSR) came into effect of the 1 January 2024.

- 1.2 The legislative changes revolutionise how the public sector spends money introducing new requirements for all local authorities to adhere to. The ambition is to introduce greater flexibility, less bureaucracy and make procurement processes quicker, simpler, and more commercially viable.
- 1.3 The implementation of these legislations will change the way we procure goods and services within Tower Hamlet's Council. For example, focusing on smaller businesses, implementing direct awards first, or having a commercial contract management system. As a local government body, with circa £440million annual third-party contracts, we need to prepare for this change and work to transform our culture, systems, structure and processes to greater value and compliance.
- 1.4 The Council's Constitution and Standing Orders present creative and innovative opportunities to secure the best service at the best price in a considered, timely and collectively responsible manner. Several parts of this equation, to varying degrees, have exposed historical risks of non-compliance, non-delivery, and/or reputational and financial damage. To address this, the Council is undergoing a programme of transformation to the way it delivers procurement, realising value and compliance as set out in this report.
- 1.5 The Council has recently drafted a new Target Operating Model for the organisation which shifts enabling functions to the business and empowers directorates. The proposed hub-and-spokes model and proposed changes for procurement function, set out in this report, will align with the Council's draft Target Operating Model.
- 1.6 The proposed changes will also empower senior management in four key areas:
 - Risk management and contract management
 - Accurate financial and performance reporting
 - KPI tracking and contract management
 - Control and accountability
- 1.7 The creation of a Corporate Procurement Strategy for the Council will ensure we are best placed to; procure goods and services for the best value, and economic and social benefit for people who live, work, and do business in Tower Hamlets.

2 ALTERNATIVE OPTIONS

This paper provides an early indication of the required changes to be implemented in response to national government legislations, and an early overview of the wider transformation of culture, processes, thresholds, systems, and structure of procurement function.

It is, however, imperative to note alternative approaches for the Mayor in Cabinet:

- 2.1 Do nothing - if the Council does not support or implement changes proposed to be compliant with the regulations of the Procurement Act 2023 or PSR, this will impact the Council's ability to comply with its statutory duties set out in the Act. Doing nothing would also lead to an increased risk of significant delays and failures on large, complex procurements resulting to costly and reputational damage for the Council. This would produce a lack of confidence in the market and a reduction in the number of suppliers who are willing to do business with the Council. Limitations to the number of suppliers would not provide best value for the Council or support its equalities and diversity aspirations.
- 2.2 Partial implementation - Accept statutory changes *without* transformation of the procurement function (strategy, structure, processes, systems) – This is not recommended as the current procurement function model has not delivered best value for the Council to the best standard and is inundated with complaints. If we do not deliver a redefined procurement service model, it would pose as a risk of non-compliance, and non-delivery and/or reputational and financial damage to the Council.
- 2.3 Make amendments - The Mayor in Cabinet may choose to further amend the proposed changes to the procurement function. This would require further consideration on any impact to the medium-term financial plan and may potentially delay the Council's procurement improvement process and alignment with the Council's new draft Target Operating Model.

3 DETAILS OF THE REPORT

3.1 Background

The Procurement function is critical to support the Council's efficient, effective, and economic delivery of both Statutory and Non-Statutory services contracted through third parties. Effective procurement is critical to demonstrating value for money to our stakeholders. Procurement mitigates a range of legal and reputational risks to the Council. Its primary function is as an "enabler to the business" and as such it should always prioritise customer focused solutions, whilst complying with the Procurement Regulations, the Council's Constitution and Standing Orders. Our supply chain must become one of our strongest assets and we will strive to secure the best supply chain in London.

- 3.2 The functions associated with contemporary best practice in procurement go beyond a compliance role and is actively adding value to the Council throughout the life cycle of a contract. An effective, productive supply chain is an asset; the ideal ambition is to become the local authority all suppliers seek to do business with.
- 3.3 To achieve this, we must employ creative and innovative ways to secure the best service at the best price in a considered, timely and collectively responsible manner. It has been challenging for the Council to deliver to this

standard and there is an increased risk of non-compliance, non-delivery, and/or reputational and financial damage.

3.4 Key limitations of current ways of working:

- The service is isolated from business needs.
- The service is not agile to the needs of the operational businesses.
- There is no clear accountability between the central team and the operational services, with the associated risks of no accountability.
- There is little end to end planning in the execution of complex procurements.
- Underpinning systems and processes are disjointed and cause repetition and delay.
- The service is a mixture of administrative functions, gatekeeping, policing enabling, creating competing and conflicting priorities for staff.

3.5 These limitations are further supported by the Value for Money (VFM) findings for the 2018/19 and 2019/20 annual accounts, which were audited by Deloitte and received a qualified opinion. The VFM report especially points out the following:

- The Council did not have proper arrangements in place for reliable and timely financial reporting that supports the delivery of strategic priorities to support informed decision making.
- The Council did not have proper arrangements in place to manage risks effectively and maintain a sound system of internal control.
- Within the Annual Governance Statement, the Council has reported on significant governance issues identified from its annual review of effectiveness.
- The Council did not have proper arrangements in place throughout the full year to understand and use appropriate and reliable performance information to support informed decision making and performance management; manage risks effectively and maintain a sound system of internal control; and work with third parties effectively to deliver strategic priorities.
- In addition, there were instances where recommendations in reports by external parties had not been actioned as implementation had not been tracked.

3.6 All of this, over an elongated period has led to increased levels of dissatisfaction from service users. This translates into lengthy, costly, and unwieldy procurements, a substantial number of contract extensions outside of the regulations and an elevated level of complaints. This damages the reputation of the Council and reduces our ability to attract a wide pool of suppliers which could limit the financial advantages generated by healthy competition.

3.7 The Council's annual expenditure on third party services is complex and significant. Annual values are circa £440million across multiple services, with contracts spanning multiple years, in various forms.

- 3.8 There is a significant amount of both business-as-usual and transformation work to complete within the Procurement function as well as a need to support wider transformation across the organisation. This includes training, roll-out and embedding of the new Procurement Act 2023, which comes into force in October 2024. This new legislation impacts the culture of procurement in Local Government and requires significantly higher levels of scrutiny, contract management and reporting, than is currently in place.
- 3.9 There is also greater emphasis on the “business running the business” in a compliant way and being accountable for effective management and performance reporting of third-party contracts. Greater commercial awareness is required across the Council to always achieve and maintain the highest levels of best value and added social value and sustainable solutions through all procurement touchpoints.

Government Legislations - Provider Selection Regime

- 3.10 The Health and Care Act 2022 introduced a new procurement regime for selecting providers of healthcare services in England: The Provider Selection Regime (PSR). The PSR came into force on 1 January 2024 and replaced:
- Public Contracts Regulations 2015 when arranging health care services.
 - National Health Service (Procurement, Patient Choice, and Competition) Regulations 2013.
- 3.11 The relevant authorities (RAs) required to follow the PSR when procuring health care services, irrespective of whether the providers they are considering are from the NHS, the independent, or the voluntary sector are:
- NHS England
 - Integrated Care Boards (ICBs)
 - NHS trusts and NHS foundation trusts
 - Local authorities or combined authorities
- 3.12 The PSR introduced a different pathway for procuring health services whereby it is mandatory to do direct awards at the first instance, followed by the most suitable provider process, before launching a competitive process. These processes are currently being worked up and implemented in collaboration with Public Health Services.
- 3.13 As part of the Procurement Transformation Programme one of the key deliverables, would be implementation of changes to be compliant with the PSR. See **Appendix A** for more information on the PSR.

Government Legislations - Procurement Act 2023

- 3.14 The new Procurement Act 2023 comes into force this October 2024, the paragraphs below have been provided by Trowers, specialist legal counsel for the procurement transformation programme.

- 3.15 In December 2020, the UK Government set out proposals for the transformation of the UK public procurement regime in its Green Paper on Transforming Public Procurement (the Green Paper). These proposals marked a departure from the European based regulations, with the intention of moving towards a single consolidated set of procurement rules (encompassing those rules set out previously in the Public Contracts Regulations 2015, the Concession Contracts Regulations 2016, the Utilities Contracts Regulations 2016 and the Defence and Security Public Contracts Regulations 2011).
- 3.16 Following an extensive period of consultation, the Procurement Act 2023 (the Act) was passed by Parliament in October 2023 and will come fully into force on 28th October 2024. The Act will be underpinned by secondary legislation to set out more detail on the various notices required under the new regime (the Procurement Regulations 2024 (the Regulations)), along with 48 Guidance Notes to be published by the Government. At the time of preparing this report, 17 of those Guidance Notes have been published and we await the publication of the remaining guidance. In addition, the new procurement landscape will include the Provider Selection Regime (brought forward under the Health Care Services Regulations 2023, and this has been in force since 1st January 2024). We are providing further details on the Provider Selection Regime in a separate report.
- 3.17 In the Ministerial Foreword to the original Green Paper, the Government identified that the significant spending power of the public purse meant that a key driver for procurement reform was to ensure that public contract opportunities were opened up to more small businesses and social enterprises to innovate in public service delivery, and to meet the UK's net-zero carbon target by 2050. The Act addresses this objective by placing a requirement on contracting authorities to consider the barriers that an SME may face in accessing opportunities, and to consider what can be done to overcome them. Notwithstanding the references to the UK's net-zero carbon targets, the Act remains notably silent on environmental matters, and these are instead (currently) addressed via the National Procurement Policy Statement (which all contracting authorities must have regard to).
- 3.18 A further key objective was to ensure a move away from bureaucratic and process-driven procedures, with the aim of abandoning the previous rules and unleashing the potential of public procurement so that commercial teams can tailor their procedures to meet the needs of the market. To an extent, this has been achieved in the Act through the introduction of the Competitive Flexible Procedure (a flexible approach for contracting authorities to design their own procurement processes, incorporating dialogue / negotiation / interviews etc. into the procurement process, and replacing the existing restricted procedure, competitive dialogue, competitive procedure with negotiation and the innovation partnership procedure). However, with increased flexibility comes enhanced transparency, and contracting authorities will need to get to grips with a myriad of new notices under the new rules.

- 3.19 There are many changes in the legislative landscape which the Council would need to adopt. See **Appendix B** RACI Matrix which sets out key actions and next steps the Council should undertake in preparing for the Go Live date of 28th October 2024.

Quick Wins & Streamlining processes and systems

- 3.20 Over the last few months, we have undertaken a review and mapping of the procurement pathways, processes, and systems. The review has highlighted the current bottlenecks, customer pain points and risks. There are eight pathways to procuring goods and services within the Council:
- Full Tender
 - Request for Quote (RFQ)
 - Dynamic Purchasing System (DPS)
 - Frameworks
 - Recorded Corporate Director's Actions (RCDA)
 - Purchase Cards
 - Individual Mayoral Decisions (IMD)
 - Exceptions
- 3.21 Amongst the eight routes to procurement, each pathway has sub-processes and a total of five identified systems involved. Most of these systems are not connected, meaning a manual process is required to transfer data from one system to another increasing the risk of error, manipulation, and non-compliance. **Appendix C** illustrates a high-level map of the key pathways and the systems. The next step is to design new re-engineered, streamlined processes for customers and staff, which is dependent on the new procurement thresholds and regulations.
- 3.22 Work is currently underway to review the procurement financial thresholds to align with the new regulations and make procurement processes more effective and efficient. These proposals will be included in the next report.

Quick Wins

- 3.23 We have identified some short-term wins which involves making configurations and enhancements to the current RFQ system. These quick improvements include:
- Introduction of "Quick Quote" a reduced process/steps to create a RFQ for the low/risk/value engagements.
 - Streamlined process involving less steps and information to get a supplier added, verified, and approved on our Finance and Procurement systems.
- 3.24 These changes will produce a significant reduction in lead times when adding a supplier to our systems and the time taken to create a quote, review and awarding of the contract.
- 3.25 There have also been improvements made to the system which include officer notifications (system was failing to inform Procurement of supplier activity),

intensive officer training and development of a super user group to facilitate support and feedback to the systems manager.

- 3.26 A contract management module will also be activated, that will allow a central repository of all contracts, those included in the RFQ thresholds (below 100k), and those full tender related contracts will be added (above 100k).

Proposed Way Forward – New Structure

- 3.27 The current centralised procurement staffing model was put in place three years ago arising from the Enabling Functions review. This change has led to levels of disfunction within the team itself and between the central team and the business areas in need of support.
- 3.28 Currently, the preferred best practice in large and complex organisations is to move away from central enabling functions and towards a devolved “category based” model. The benefit of this approach includes better connection with the service areas, improved relationships with line managers, the ability to influence outcomes early to avoid issues further down the line and greater local accountability. The main risk in this approach is a loss of consistency, compliance, and overall workforce reporting; all of which can be mitigated by strong controls, a clear accountability framework and by harnessing the benefits of technology to ensure real time oversight of both spend and performance.
- 3.29 As well as reflecting contemporary best practice, changing the current operating model presents an opportunity to re-set the reputation of the service and build better relationships with line managers. The proposal below would create two small centralised professional functions. One based within our legal services, taking the lead on professional practice, compliance, and policy. The second based within our finance service focusing on financial and performance reporting, data insight, price benchmarking and major commercial negotiations. Internal audit will have a strengthened assurance role. All other delivery and administrative elements would be embedded into local operational directorates. The model will align category expertise and market understanding and boost effective contract and supply chain risk mitigation.
- 3.30 The overall transformation plan requires momentous change which needs to be executed in phases to, with the initial focus on securing immediate improvement to business as usual and preparing for the adoption of the New Procurement Act 2023. At a high level, the functions would split as follows (see **Appendix D** for the New Procurement Operating Model):

Central teams Support	<p>Support provided from Legal, Finance & Audit on:</p> <ul style="list-style-type: none"> ▪ Procurement strategy, including new regulations ▪ Compliance and commercial auditing and support to the directorate areas ▪ Council advice and public reporting ▪ Policy – all areas plus procedures, templates, and guidance for use by directorate teams ▪ Escalation (e.g., complex casework, specialist procurements, collective bargaining) ▪ Procurement analytics ▪ Regular ‘audits’ to ensure consistency
Directorate teams responsible to Director or Service Head)	<p>Embedded within each directorate to deliver the procurement function resourced to meet the specific needs of the services within the directorates.</p> <ul style="list-style-type: none"> ▪ Running procurements for directorate end-to-end within the directorate teams ▪ Ensuring effective contract management ▪ Ensuring accurate and timely collection, monitoring and reporting of KPI’s internally and externally ▪ Management of supply chain
Supporting efficiency and compliance	<p>This change will require a notable change management Programme to research, which will require dedicated resource alongside the BAU. If this is change is not delivered effectively with strong operational service input, not resourced separately, the Council could face significant delays and reputational damage resulting from failed procurements while the changes are being implemented. The new regulations require more transparency and more competitiveness in procurement, we must ensure we are meeting these requirements while we are implementing changes, not afterwards.</p>

- 3.31 The benefits to this proposed hub-and-spokes model are as follows:
- Local teams are more accountable, feel more empowered and can manage stakeholders’ issues at the earliest opportunity.
 - Facilitates early input to help shape future plans.
 - Delivers more efficient working practices and therefore reduces delays.
 - Removes divisions between ‘corporate’ services and front-line delivery.
 - Allows the central team to spend the time required supporting strategy, ensuring policy reflects best practice and dealing with complex cross Council procurement exercises, securing commercially sound financially advantageous “umbrella” contract arrangements where a single supplier delivers multiple services.
 - Drives engagement which in turn drives performance
 - Provides clear role definitions and outcome base performance measures.

Interim Procurement Arrangements

- 3.32 A particular area of risk for the Council at present is within the Health & Adult Social Care Directorate. This is partly due to the risk within the supply chain, historical serious failings, the quantum, the complexity of some contract requirements and the joint commissioning arrangements. These procurement processes secure services to some of our most vulnerable residents and as such must be handled effectively, efficiently, and most importantly, on time. This has not been the case for some years, and this has had a negative effect on both the services users and the Council's reputation. As such, to ease the strain on the Programme and due to the recent departure of officers, the current pipeline of Health & Adult Social Care procurements, planned to be delivered in the next 12 months, will be delivered via an interim external arrangement.
- 3.33 This would cause the least disruption and provide some immediate remedy and additional capacity, allowing time to implement the change agenda within Directorates. This is an essential step to mitigate risks identified as part of a major investigation currently underway. A full report of this matter was presented at Audit Committee on 23rd May. A supplementary report on the above investigation was presented to the Risk and Audit Committee on 27th June, with the outcome of the investigation. This report saw the proposed closing of the investigation and the proposal for the way forward to conclude the procurement in question.
- 3.34 At the time of drafting this paper there have been significant developments in the staffing of the Adult Health & Social Care and Children's Services Category and because of those changes in staffing, the decision was made to bring forward the temporary external support for these procurements. All live and upcoming procurements in this category will be managed by the external agency. This involves approximately 36 procurements with circa £33m of contract value.

Improving value for money

- 3.35 The Council has an objective to generate value for money improvements on cost; delivering a 1% reduction in annual spend within the Council's budgets.
- 3.36 The Council has appointed a consultant to analyse the Council's spend data across both the general fund and HRA (Housing Revenue Account), along with reviewing existing contractual arrangements with third party providers.
- 3.37 The first phase of the project involved a desktop analysis of the Council's general fund spend data, using analytical techniques to flag where opportunities may exist. This includes, for example, triangulating spends patterns, spend increases, where spend exceeds budgeted levels, where contracts have ended, or where contracts are not on the Council's register.
- 3.38 This process is now extending to the Council's HRA spend.
- 3.39 Following the conclusion of the above, the consultant will complete more detailed investigations into the arrangements that have been flagged as

potentially opportune. The investigations will provide an understanding of the underlying cause and determine what the opportunity is for the Council to improve value for money. It should be noted that in several cases the reasons the further investigation will rule out a potentially opportunity. The review will identify opportunities to improve value for money through the renegotiation, bundling, re-procurement and evolving the design and specification of the works and services.

3.40 The review is applying analysis techniques to a wealth of spend and contract data held by the Council, and the Council will want to use those same techniques to monitor future spend, i.e. on an ongoing basis. Those techniques will then be hard-wired into reporting solutions to enable officers, both centrally and in the business, to monitor and to act on data and information in real time.

3.41 The consultant we are working with operate a reporting platform that hosts Power BI reports used by a range of housing providers across the UK. Those providers use the reports to manage and gain insight into the services they provide. The consultant's data analytics team will develop bespoke reports that apply the analysis techniques to live data held by the Council. Those reports, held within the platform, will be accessed by the Council's staff (under the new model) to monitor spend and address issues and opportunities much earlier in the future.

3.42 **Procurement Improvement Plan: June 2024 – Jan 2025**

Phase 1: Stabilise and Prepare (By End July 2024)

- Initial meeting to baseline function / data collection / process mapping.
- Design and implement "Interim Staff structure" focusing on clearing backlog
- Brief Executive Team on Procurement Act 2023 - Trowers
- Agree temporary external support for all Adult Health & Social Care procurements for next 12 months.
- Engage Senior Stakeholders across business.
- Design & set up Programme Governance arrangements and secure resources to support (internal & external)
- Baseline Spend and identify resourcing requirements.
- Process mapping of current 'as is' pathways and systems

Phase 2: Programme design (July – September 2024)

- Brief MAB / SRP / Cabinet - Trowers.
- Constitute Board and Launch Programme
- Ongoing Stakeholder engagement meetings in the Business areas
- Stakeholder engagement with corporate services (HR, IT, Finance, Legal etc)
- Team engagement workshop
- Implementation of Quick Wins

- Design initial Target Operating Model (TOM)
- Sign Off TOM
- New Procurement Act 2023 Training & Workshops
- Procurement Strategy (to set out new ways of procuring)

Phase 3: Approval (October 2024)

- Procurement Strategy & New Thresholds Sign off & Approval at Full Council
- New Job Descriptions, Job Matching
- Organisational Change Paper
- Feedback and revisions
- Final Sign off New Operating Model, Systems, Processes and Monitoring

Phase 4: Consultation & Implementation (November 2024 onwards)

- Formal staff consultation
- Continued training and Professional development
- KPI development and monitoring
- New Procurement Regulation Monitoring in place
- Communications to stakeholders
- Review and refine team goals and KPIs
- Embed new operating model and refine
- Go Live – New Structure Feb 2025
- Launch of permanent Post Recruitment (temporary backfill where necessary)

3.43 See **Appendix F** for the high-level timeline

4 EQUALITIES IMPLICATIONS

4.1 Equality is at the heart of everything we do as a Council, from the money we spend, and the people we employ, to the services we provide. The borough's diversity is one of our greatest strengths. We are committed to the public sector equality duty under the Equality Act 2010.

4.2 No adverse consequences are foreseen and the development of individual programmes and proposals arising from the proposed changes to procurement and the transformation programme where required will be subject to an Equality Analysis.

5 OTHER STATUTORY IMPLICATIONS

5.1 This section of the report is used to highlight further specific statutory implications that are either not covered in the main body of the report or are required to be highlighted to ensure decision makers give them proper consideration. Examples of other implications may be:

- Best Value Implications,

- Consultations,
- Environmental (including air quality),
- Risk Management,
- Crime Reduction,
- Safeguarding.
- Data Protection / Privacy Impact Assessment.

5.2 **Best Value Implications**

The Procurement Transformation Programme is a crucial tool for the Council to fulfil the 'best value' requirement set out in Section 3 of the Local Government Act. The Act requires authorities, including the Council, to "make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness." The proposed restructuring will enhance services while reducing costs, significantly contributing to the Medium-Term Financial Strategy's (MTFS) savings on third-party expenditures and demonstrating value for money.

- 5.3 The proposed changes and timeline in this report also embeds commitments which set out how the Council will deliver its duties in relation to consultations.

6 **COMMENTS OF THE CHIEF FINANCE OFFICER**

- 6.1 This is a noting paper for the coming procurement changes. The cost of implementation is currently being costed. It is envisaged that there will be savings from the revised procurement thresholds.

7 **COMMENTS OF LEGAL SERVICES**

- 7.1 The Council has the legal power to undertake the activities referred to in this report.
- 7.2 The Provider Selection Regime applies only to those services that are defined in the regime. However, if the Council is procuring one of those sorts of services, then the Council has no discretion and is legally obliged to apply one of the relevant procurement routes detailed in the regime.
- 7.3 When the Procurement Act 2023 comes into force in October of this year the Council will be legally obliged to apply the Act whenever the circumstances as described in the act apply to a particular procurement.
- 7.4 The Council should ensure that its procedures are compliant with the prevailing law and amendments to the appropriate constitutional documents will be presented to the appropriate committee at the proper time.
- 7.5 Notwithstanding these changes to the procurement law the Council is also legally obliged to demonstrate Best Value in the delivery of its functions and of which the resultant contracts formed from the new procurement routes form part. However, particularly under the Provider Selection Regime a compliant procurement may not include competition in the traditional sense. The

inclusion of competition prior to the formation of a contract is the principal way in which the Council would demonstrate compliance with its Best Value duty in that the resultant contract is the best that the market would bear based on the pre-advertised evaluation criteria. Therefore, where compliance with the new procurement routes involves the absence of competition the Council will need to include other measures to demonstrate Best Value for example benchmarking with similar contracts to measure the value of a particular offer.

Linked Reports, Appendices and Background Documents

Linked Report

- NONE

Appendices

- Appendix A: PSR Process Summary
- Appendix B: Procurement Act Readiness RACI Matrix
- Appendix C: Procurement Pathways (high level)
- Appendix D: Procurement Target Operating Model
- Appendix E: Procurement Transformation High Level Timeline

Background Documents – Local Authorities (Executive Arrangements) (Access to Information) (England) Regulations 2012

- NONE

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dated 17 June 2024

The London Borough of Tower Hamlets

Procurement report summarising the process for selecting an award process under the Health Care Services (Provider Selection Regime) Regulations 2023

DISCUSSION DRAFT

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trowers & hamlins

1 Introduction

1.1 Following a Teams meeting on 6th June 2024 attended by Andy Grant of the London Borough of Tower Hamlets (the **Council**), and Rebecca Rees and Stuart Brown of Trowers & Hamlins LLP, the Council has instructed us to set out a summary of the Direct Award Processes under the Health Care Services (Provider Selection Regime) Regulations 2023 (the **PSR**).

1.2 In particular, the Council has instructed us to advise whether the use of the various Direct Award Processes are mandatory or optional.

1.3 This report summarises the three Direct Award Processes under the PSR (Direct Award Processes A, B and C), and identifies to what extent the Council is required to make a direct award where those processes apply, and where the Council is able to have recourse to a competitive process.

1.4 Following a further discussion on 14th June 2024, the Council has instructed us to also set out a summary of the Most Suitable Provider Process and the Competitive Process under the PSR.

1.5 If helpful, we are able to provide further advise on the application of the PSR more generally.

2 Executive summary: when is the Council required to follow Direct Award Processes, the Most Suitable Provider Process, and the Competitive Process?

2.1 Where the conditions detailed in paragraph 2.5 and 2.6 below are met, the Council is required to use Direct Award Process A (incumbent provider, no realistic alternative) or Direct Award Process B (patient choice). This should be the first consideration for the Council in choosing a provider selection process.

2.2 In contrast, there is no obligation for the Council to use Direct Award Process C (incumbent provider, satisfying existing contract) or the Most Suitable Provider Process. However, where the relevant conditions for their use are met (as set out paragraph 2.7 and 2.8 respectfully), the Council has a choice as to whether or not it makes a direct award under Direct Award Process C the Most Suitable Provider Process, or whether it follows the Competitive Process (such choice being at the Council's sole discretion).

2.3 There is an obligation for the Council to use the Competitive Process if the conditions set out in paragraph 2.9 are met. In summary, if neither the Direct Award Processes (A, B or C) or the Most Suitable Provider Process can be used, then the Competitive Process must be used.

2.4 We have set out further detail on the conditions which relate to each of the Direct Award Processes in section 3 of this Report. We have also set out further details on the Most Suitable Provider Process in section 4, and the Competitive Process in section 5.

2.5 Direct Award Process A **MUST** be used where **ALL** of the following apply:

2.5.1 There is an existing provider of the services to which the proposed contract relates;

- 2.5.2 The Council is satisfied that the services to which the proposed contract relates can be delivered only by that provider due to the nature of the services to be provided (and that there is no realistic alternative provider); and
- 2.5.3 The award is not concluding a framework agreement.
- 2.6 Direct Award Process B **MUST** be used where **ALL** of the following apply:
- 2.6.1 The proposed contract relates to services where a patient is offered a choice of provider; and
- 2.6.2 The number of providers is not restricted by the Council (either because it has chosen not to, or there is a legal right to patient choice); and
- 2.6.3 The Council will offer contracts to all providers who meet the requirements (the requirements are outlined in the National Health Service Commissioning Board and Clinical Commissioning Group (Responsibilities and Standing rules) Regulations 2012); and
- 2.6.4 The Council has arrangements in place for providers to express an interest in providing the required services; and
- 2.6.5 The award is not concluding a framework agreement.
- 2.7 Where the conditions for Direct Award Process A or Direct Award Process B are not met, the Council **MUST** use one of Direct Award Process C, the Most Suitable Provider Process, or the Competitive Process. Subject to the conditions below, the choice as to which of those processes is followed is largely at the Council's discretion.
- 2.8 Direct Award Process C **MAY** be used where **ALL** the following apply:
- 2.8.1 The Council is not required to follow Direct Award Process A or Direct Award Process B (above); and
- 2.8.2 The existing contract term is expiring, and the Council is proposing a new contract to replace it; and
- 2.8.3 The new contractual provisions are not changing considerably from the existing contract (see above); and
- 2.8.4 The Council is of the opinion that the incumbent provider is satisfying the existing contract to a sufficient standard (see above).
- 2.9 The Most Suitable Provider Process **MAY** be used where **ALL** the following apply:
- 2.9.1 The Council is not required to follow Direct Award Process A or B; and
- 2.9.2 The Council is unable, or does not wish to follow Direct Award Process C; and
- 2.9.3 The Council is of the view that it is likely to be able to identify the most suitable provider without running a Competitive Process (see Section 5 for further details).
- 2.10 The Competitive Process **MUST** be used where **ALL** the following apply:

- 2.10.1 The Council is not required to follow Direct Award process A or B; and
- 2.10.2 The Council cannot or does not want to follow Direct Award Process C; and
- 2.10.3 The Council cannot or does not want to follow the Most Suitable Provider Process.

3 Direct Award Processes

We have set out below more detail on the various conditions that relate to each of the Direct Award Processes below.

3.1 Direct Award Process A

3.1.1 The process for a direct award under Direct Award Process A is set out in regulations 6(3) and 7 of the PSR. In summary, this process is used where the type of service required means that there is no realistic alternative to the incumbent provider. This direct award process does not apply to (and should not be used to award contracts for) new services.

3.1.2 Even if there are alternative providers, unless these alternative providers are realistic alternatives to the current provider, this direct award process must be used. The Statutory Guidance which underpins the PSR sets out an indicative list of services which might fall within scope of Direct Award Process A, including (but not limited to):

- (a) Type 1 and 2 urgent and emergency services;
- (b) 999 ambulance services;
- (c) Urgent NHS mental health crisis services;
- (d) A service that is interdependent with, and cannot realistically be provided separately from, another service which can realistically only be provided by the supplier.

3.1.3 In light of the above, where there is an incumbent supplier it will be necessary (on a case by case basis) to determine whether or not the services are of a type that realistically can only be provided by the current provider in order to determine whether the Direct Award Process A applies.

3.1.4 Where there is a realistic alternative supplier, then Direct Award Process A cannot be used.

3.1.5 Where there is no realistic alternative supplier, Direct Award Process A must be used.

3.2 Direct Award Process B

3.2.1 The process for a direct award under Direct Award Process B is set out in regulations 6(4) and 8 of the PSR. In summary, this direct award process is used where patients have a choice of providers, and the number of providers is not

restricted by the Council or by law (i.e. where a patient has unrestricted choice over a provider).

3.2.2 The Statutory Guidance also sets out an indicative list of services which can fall within scope of Direct Award Process B, including (but not limited to):

- (a) Elective services led by a consultant or mental health care professional where patients have the legal right to choose.
- (b) Other elective services where patients do not have a legal right to choose, but where the Council voluntarily offer patients a choice of providers and where the number of providers is not restricted by the Council through provider selection.

3.2.3 The important element, as outlined above, is that the number of providers either cannot be restricted due to legal choice requirements, or has not been restricted by the Council.

3.2.4 Notwithstanding the above, there are certain qualification criteria that providers must meet before they can be offered a contract (these criteria fall outside the remit of the PSR and are set out in the National Health Service Commissioning Board and Clinical Commissioning Groups (Responsibilities and Standing Rules) Regulations 2012).

3.2.5 In addition to ensuring providers meet those qualification criteria, the Council must ensure that:

- (a) Arrangements are in place to ensure providers can express an interest in providing the services required.
- (b) All providers who meet the requirements in relation to the provision of the health care service in question are offered contracts.
- (c) It has considered the exclusion provisions in regulation 20 of the PSR (i.e. if the Council would be obliged to exclude that provider under the Public Contract Regulations 2015 then it must not award them a contract under a Direct Award Process).
- (d) The procurement is not to conclude a framework or to award a contract based on a framework.

3.2.6 As indicated above, if the Council intends to establish a limited pool of providers from which patients can choose (even where there is no legal right to patient choice) then Direct Award Process B cannot be used, as the number of providers will have been restricted.

3.2.7 Where the conditions detailed above are met, and there is an unrestricted freedom of choice by patients, Direct Award Process B must be followed.

3.3 **Direct Award Process C**

3.3.1 The process for a direct award under Direct Award Process C is set out in regulations 6(5) and 9 of the PSR. In summary, this direct award process may be

used where the existing provider is satisfying the existing contract and would be likely to satisfy the proposed contract. It should be noted that the proposed contractual arrangements must not change considerably from the existing contract if this direct award process is used. The following criteria must be met in order for the Council to be able to make a direct award under Direct Award Process C:

- (a) There must not be a requirement to follow either direct award process A or B above.
- (b) The existing contract term must be expiring, and the Council must be proposing a new contract to replace it.
- (c) The proposed contractual provisions must not change considerably from the existing contract. The PSR set out that the following threshold for considerable changes:
- (d) Where the changes render the proposed contractual arrangement materially different in character to the existing contract; or
- (e) Where all of the following apply:
 - i Changes to the proposed services are attributable to a decision of the Council;
 - ii The lifetime value of the proposed contract is at least £500,000 higher than the lifetime value of the existing contract (when that contract was entered into); and
 - iii The lifetime value of the proposed contract is at least 25% higher than the lifetime value of the existing contract (when that contract was entered into).
- (f) The Council must consider that the incumbent provider is satisfying the existing contract to a sufficient standard.
- (g) The Council must also believe the provider will continue to satisfy the requirements of the proposed contract to a sufficient standard.
- (h) The procurement must not be to conclude a framework or to award a contract based on a framework.

3.3.2 The Statutory Guidance provides greater detail as to what the Council may take into account when considering whether a contract is being delivered (or is likely to be delivered) to a sufficient standard (including by reference to details outlined in the contract, key criteria, and basic selection criteria).

3.3.3 Where the conditions set out above are met, the Council has a discretion as to whether it follows Direct Award Process C. Where it opts not to make a direct award, it is required to follow either the Most Suitable Provider Process or the Competitive Process.

4 The Most Suitable Provider Process

- 4.1 The process for making a direct award using the Most Suitable Provider Process is set out in regulations 6(6) and 10 of the PSR. In summary, this process can be used by the Council where it can make an assessment on which provider is most suitable to deliver the proposed contract based upon consideration of the key criteria and the basic selection criteria, and that the Council can then award this contract without following the Competitive Procedure.
- 4.2 The Most Suitable Provider Process can be used by the Council where it is of the view (considering the likely providers and all information available to it at the time of the decision) that it can identify the most suitable provider to deliver the services to the relevant population. We would suggest that the Council only follows this process where it is confident that it can clearly identify all of the providers capable of providing the services required (acting reasonably) who are capable of passing any pass/fail key criteria or sub-criteria.
- 4.3 Below are some examples of when the Council may wish to use this process (as indicated by the statutory guidance):
- 4.3.1 A new service is being arranged.
 - 4.3.2 The Council is changing an existing contractual arrangement in a significant manner (such that Direct Award Process C cannot be used).
 - 4.3.3 The existing provider of the services no longer wishes to continue providing the services to the Council.
 - 4.3.4 The Council wishes to consider potential providers, as it is in the best interest of the people who use the services, but there is no benefit to running a competitive process or it would be disproportionate to do so.
- 4.4 When using this process, the Council must consider and adhere to the following steps:
- 4.4.1 The Council should take account of any termination or exit provisions in existing contractual arrangements if using this process where there is an existing contract with a provider in place, or the existing provider is no longer able to provide the services.
 - 4.4.2 The Council should engage in some form of pre-market engagement to identify all of the suitable providers, and develop and refine the service specification.
 - 4.4.3 The Council must also consider the relative importance and weighting given to each of the key criteria for the service in question.
 - 4.4.4 The Council must be of the view that in considering the providers and the information it has at the time of making the decision is sufficient to allow it to identify the most suitable provider.
 - 4.4.5 The Council must identify providers who will be the most suitable, considering their ability to deliver services to the relevant population and by reference to the key criteria and basic selection criteria.
 - 4.4.6 The Council must then assess the providers against the key criteria and basic selection criteria in a fair way, on an equal basis, in order to identify a provider to award the contract to.

- 4.4.7 The Council will need to be mindful of the specific transparency obligations that are required when pursuing the Most Suitable Provider Process (including, for example, the requirement to publish certain notices and the requirement to observe a standstill period).
- 4.5 The Council will have to demonstrate that it has understood the alternative providers not chosen, and that it has selected a provider via reasonable decision making (although this does not need to be via a formal competitive exercise). Robust records must be kept by the Council and the transparency requirements (outlined further in section 6) must be followed.
- 4.6 If, at any stage, it appears to the Council that it has insufficient information to make an assessment of the most suitable provider, or after following this process the Council is unable to identify the most suitable provider, then it is recommended that the Council instead uses the Competitive Process (outlined at section 5 below). If the Council has already issued a notice setting out intention to use the Most Suitable Provider Process and subsequently decides to change the process used to select the provider, then it must abandon the process and start again.

5 The Competitive Process

- 5.1 The process for following a Competitive Process in awarding a contract is set out in regulations 6(7) and 11 of the PSR. In summary, this process must be followed where the Council is not required to follow Direct Award Process A or B and the Council either cannot, or does not wish to, use Direct Award Process C or the Most Suitable Provider Process.
- 5.2 The Council must adhere to, and consider, the following steps when using this process:
- 5.2.1 The Council will need to develop a service specification setting out the requirements for the service, which may require some form of pre-market engagement to be carried out.
- 5.2.2 The Council must determine the contract award criteria for the service in question, considering key criteria and applying the basic criteria also.
- 5.2.3 The Council must formally advertise the opportunity and ensure all providers are given a reasonable timeframe in which to respond.
- 5.2.4 The advertisement of the opportunity must contain information regarding how the bids will be assessed including whether different award criteria will be assessed in different stages of the process (if the Council decides to use stages).
- 5.2.5 The Council must then assess all bids received against the award criteria and the exclusion criteria (contained in regulation 20 PSR) in a fair way, and on an equal basis. If the assessment is to be done in stages, this must be outlined in the formal advertisement.
- 5.2.6 The Council must identify the successful provider, or group of providers, and must inform them in writing of their intention to award them the contract.
- 5.2.7 Unsuccessful providers must also be informed by the Council, in writing, that their Bid has been unsuccessful.

5.2.8 As with the Most Suitable Provider Process, the Council will need to be mindful of the specific transparency obligations that are required for the Competitive Process (including, for example, the requirement to publish certain notices and the requirement to observe a standstill period).

5.3 The Council can engage in dialogue or negotiation with providers or with shortlisted providers (if such stages are used) provided that it does so in a fair and proportionate way, whilst treating all bidders equally.

5.4 This process can also be used to conclude framework agreements.

6 Transparency and publication requirements

6.1 It is also worth noting that the PSR sets out various transparency obligations and publication requirements in Part 5 of the PSR in respect of contracts awarded pursuant to the Direct Award Processes, as well as contracts awarded under the PSR more generally. We have set out below for completeness a summary of the key annual reporting obligations that the Council must follow, but the Council should familiarise itself with its transparency / record keeping obligations.

6.2 Regulation 25, Annual Summary

The Council is required to publish online, on a publicly available website accessible free of charge, an annual summary of its contracting activity for the provision of relevant health care services. That summary must include:

- (a) The number of contracts awarded in the relevant year where any of the Direct Award Processes A, B or C have been used.
- (b) The number of contracts awarded in the relevant year where the Most Suitable Provider Process was followed.
- (c) The number of contracts awarded in the relevant year where the Competitive Process was followed.
- (d) The number of frameworks concluded in the relevant year.
- (e) The number of contracts awarded based on frameworks in the relevant year.
- (f) The number of urgent contract awards or contract modifications made in the relevant year pursuant to regulation 14.
- (g) The number of new suppliers to whom a contract was awarded in the relevant year.
- (h) The number of providers who held a contract in the previous year but no longer hold any contracts in the relevant year.
- (i) The number of written representations received pursuant to regulation 12(3) during standstill periods which ended in the relevant year, and a summary of the nature and impact of those representations.

6.3 **Regulation 26, Monitoring Requirements**

The Council must also monitor its compliance with the PSR and publish online, on a publicly available website accessible free of charge, an annual report of the results of that monitoring, including information as to how any non-compliance will be addressed.

7 **Additional information**

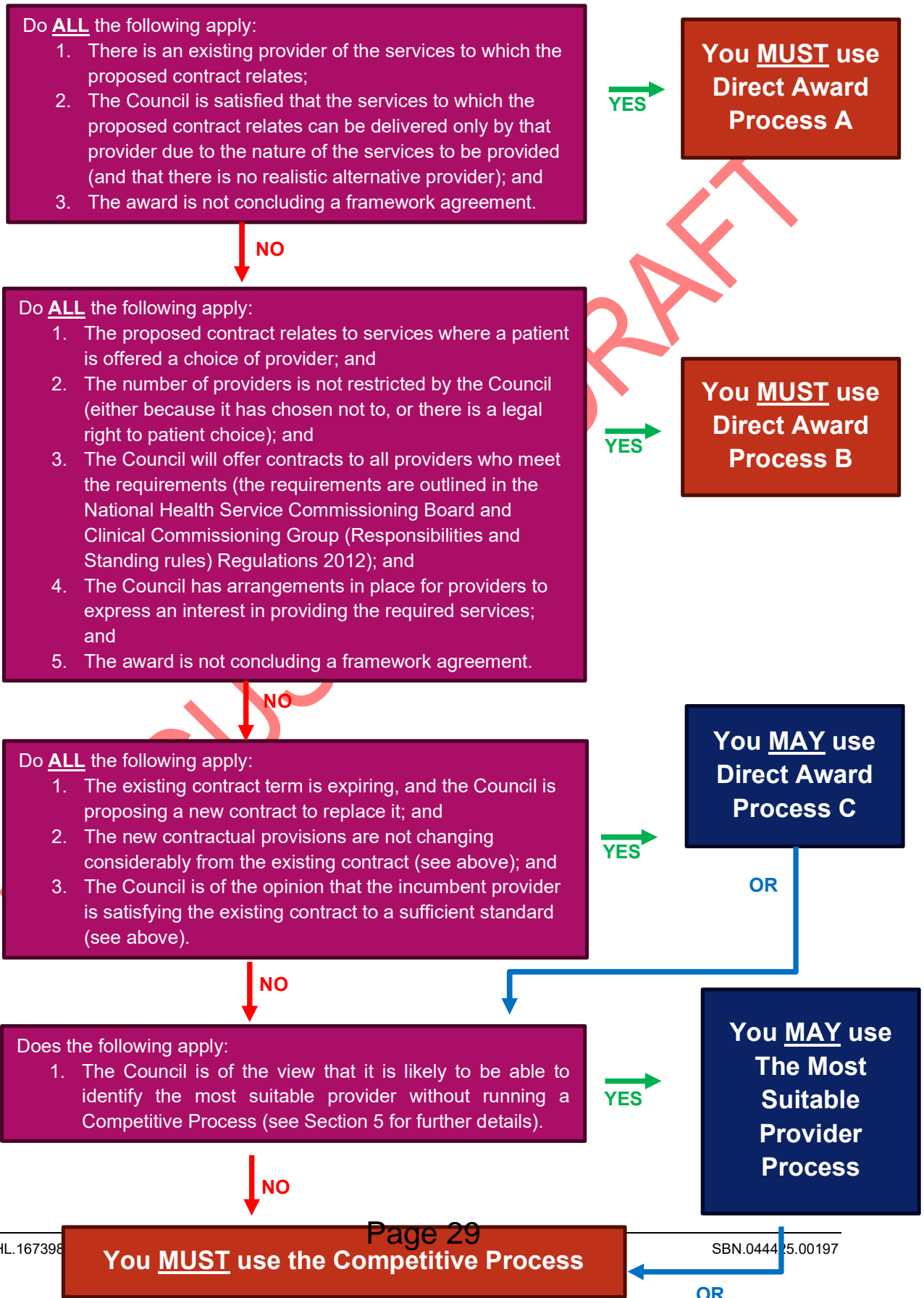
This report is written for the sole purpose of advising the London Borough of Tower Hamlets on the requirements for direct award under the Health Care Services (Provider Selection Regime) Regulations 2023. No liability is accepted for any other person or for any other purpose. Please contact Rebecca Rees (rrees@towers.com) or Stuart Brown (spbrown@towers.com) for further information.

Towers & Hamlin LLP

17 June 2024

DISCUSSION DRAFT

Appendix 1 – PSR Processes Flowchart



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**London Borough of Tower Hamlets
Procurement Act 2023 Readiness RACI Matrix**

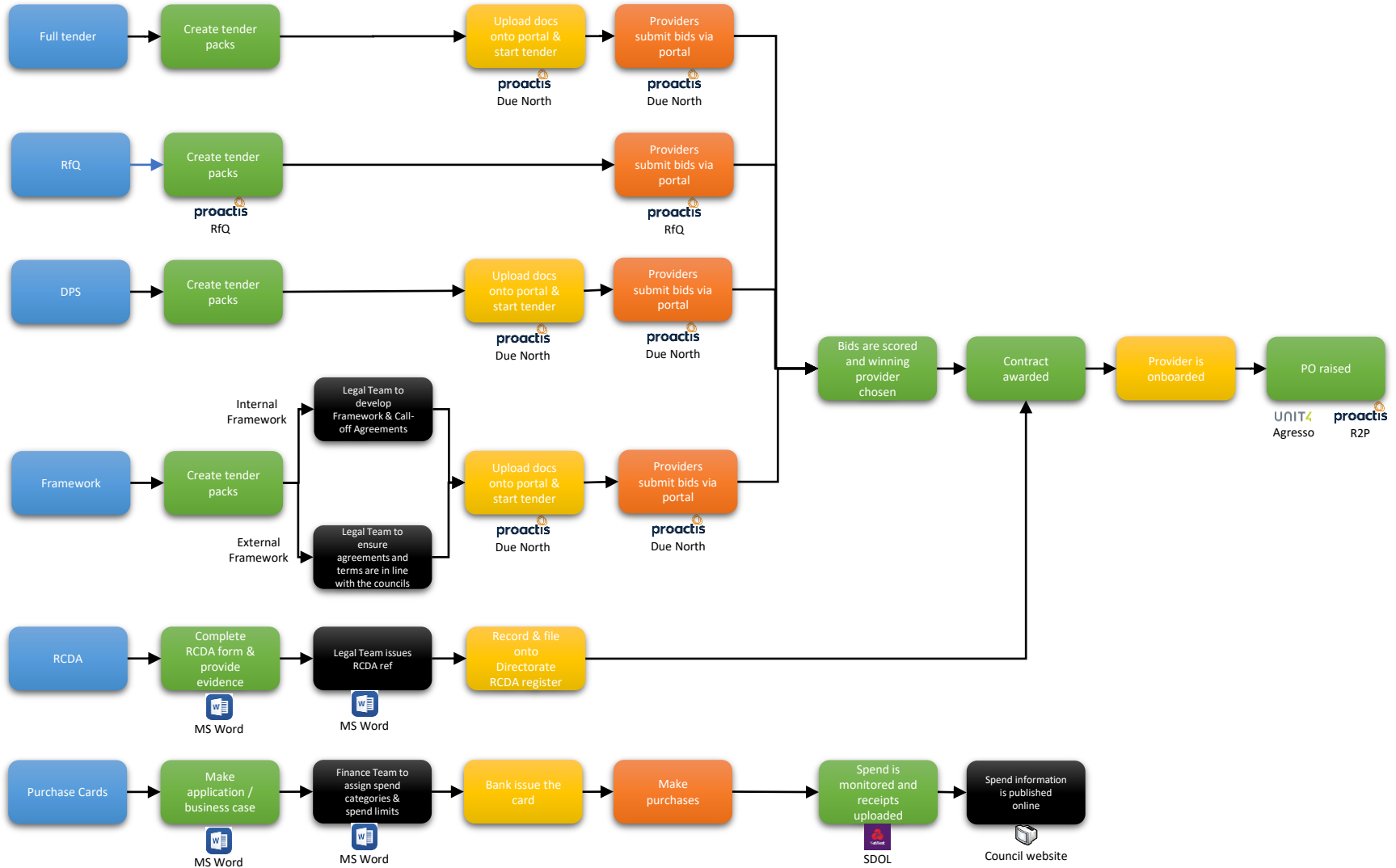


Responsible	People or stakeholders who do the work. They must complete the task or objective or make the d
Accountable	Person or stakeholder who is the "owner" of the work. He or she must sign off or approve when the task, obje responsibilities are assigned in the matrix for all related activities. Success requires that there is only one pr
Consulted	People or stakeholders who need to give input before the work can be done and signed-off on. Th
Informed	People or stakeholders who need to be kept "in the picture." They need updates on progress or decisions, but they to the task or decision.

Stakeholder	Mayor and Members	Chief Executive & CMT	Procurement Transformation Team	Finance/Legal	Directorates	Current Procurement Team
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Priority	Activity	Key:	TIMETABLE						
			Strategy	Training	Policy	Practice			
1	Update procurement strategy, policy and procedures in light of new procurement regime. This can include the following: - Which contracts are able to go through the Provider Selection Regime (e.g. healthcare services) and when each direct award procedure is allowed to be used/sign offs and values. - Below threshold contracts (NB all valuations are now inc. VAT). Notifiable below threshold contracts are now £30k inc VAT: what processes apply above and below that threshold. - Use of the competitive flexible procedure and any minimum requirements. - Contract management and reporting issues and responsibility for the same/who collates/checks/submits to central digital database.	Policy and Regulations workstream	October 2024	Informed	Accountable	Responsible	Consulted	Consulted	Responsible
1	Ensure your current processes and procedures are robust on areas such as pre-market engagement and supplier evaluation/assessment, with governance documents that record key decisions.	Processes and Systems workstream	October 2024	Accountable	Accountable	Responsible	Consulted	Informed	Consulted
1	Audit capacity and capability of procurement team and identify requirement for additional support (e.g. particularly in light of enhanced transparency regime), including benchmarking relevant procurement standards against comparable organisations.	Re-structure workstream	July - August 2024	Informed	Informed	Responsible	Informed	Informed	Informed
1	Undertake framework review of third party frameworks used by your organisation and update policy in light of new Government guidance around joint liability etc. Consider compiling a traffic-light list of frameworks you use regularly.	Policy and Regulations workstream	August 2024	Informed	Informed	Informed	Informed	Informed	Accountable
1	Check with portal and e-procurement providers that all necessary interfaces, improvements and updates will be in place prior to go live date (28 October 2024) and that training will be supplied ahead of that date on the use of the new e-tools.	Processes and Systems workstream	September 2024	Informed	Informed	Informed	Informed	Informed	Accountable
1	Consider who in your organisation should attend the Cabinet Office learning and development training. And to what level: e-learning/deep dive/communities of practice.	Re-structure workstream	July 2024	Informed	Accountable	Responsible	Informed	Informed	Informed
1	Update contract registers and details.	Processes and Systems workstream	August/September 2024	Informed	Informed	Informed	Informed	Consulted	Accountable
1	Conduct a review of pipelines to identify planned procurement activity over the next 18 months and publish pipeline notice and any planned procurement notices, as appropriate.	Processes and Systems workstream	January 2025	Consulted	Consulted	Informed	Informed	Consulted	Accountable
2	Review and update conflicts of interest policy, procedures and template and embed in procurement process/pick up in audit document (e.g. former Regulation 84 report).	Policy and Regulations workstream	July/August 2024	Informed	Informed	Informed	Accountable	Informed	Accountable
2	Consider the readiness of your organisation to meet the new data requirements, including where data currently resides in your existing e-procurement systems.	Processes and Systems workstream	September 2024	Accountable	Accountable	Responsible	Informed	Responsible	Informed
2	Undertake specific training across your organisation in relation to procurement reform and fit training packages to JDs/levels of seniority. Ensure that Exec Team and Cabinet members, heads of service (and key tenants) are included in training and know-how in relation to the importance of procurement and the procurement reforms.	Re-structure workstream	June/July 2024	Responsible	Responsible	Accountable	Responsible	Responsible	Responsible

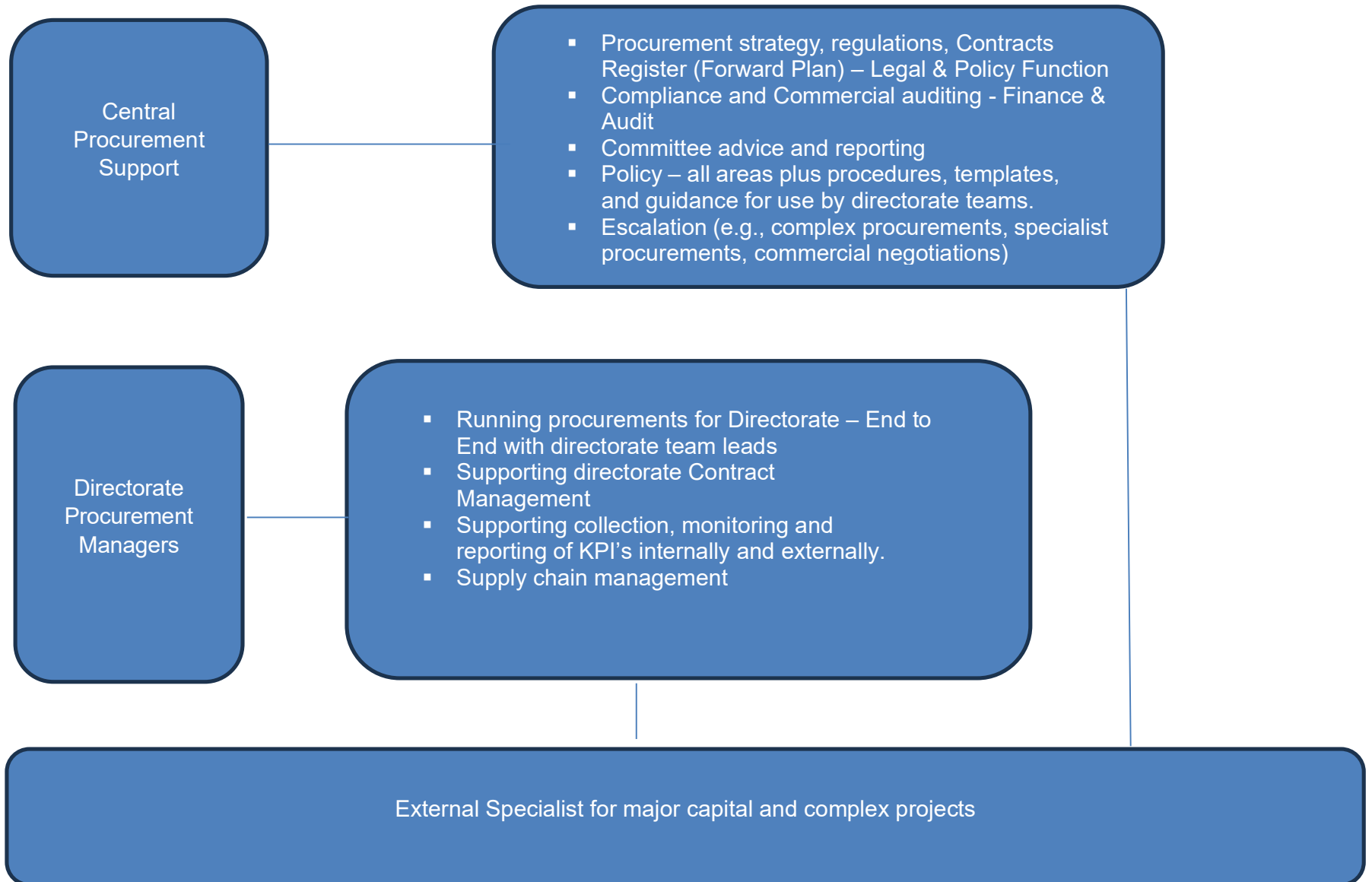
2	Consider and agree what the new Competitive Flexible Procedure will look like for your organisation. Consider a "core"/"everyday" CFP and then consider "add-ons" or "plug-ins" depending on nature and need of project/contract/market. Draft new tender documents plus separate "plug-ins" for Competitive Flexible Procedure.	Policy and Regulations workstream and Re-structure workstream	August/September 2024	Informed	Informed	Accountable	Accountable	Informed	Accountable
2	Update Open Procedure/Light Touch (including documents suitable for PSR) and below threshold documents in line with new terminology and legislative provisions.	Policy and Regulations workstream and Re-structure workstream	August/September 2024	Informed	Informed	Accountable	Informed	Informed	Accountable
2	Update Selection Questionnaires for supplies/services contracts (to dovetail with the Supplier Information System) and works (in line with the Common Assessment Standard).	Processes and Systems workstream	August/September 2024	Consulted	Consulted	Accountable	Consulted	Consulted	Accountable
2	Consider and update evaluation methodologies, including scoring rules and price evaluation formulae.	Policy and Regulations workstream, Processes and Systems workstream	August/September 2024	Consulted	Consulted	Accountable	Consulted	Consulted	Accountable
2	Familiarise yourself with the "Transforming Public Procurement – Our Transparency Ambition" document which outlines the Government's proposals to improve the transparency of UK public contracts and spending. Formulate a transparency operating procedure and compile a workflow to ensure that all procurement officers pick up on all required notices for individual procurements.	Policy and Regulations workstream, Processes and Systems workstream	September 2024	Responsible	Responsible	Accountable	Responsible	Responsible	Responsible
2	Engage with your key supply chain members about the new regime and consider providing training and information as to how they can engage with your organisation going forward.	Policy and Regulations workstream	August/September 2024	Consulted	Consulted	Accountable	Consulted	Consulted	Accountable
3	Consider risk of procurement fraud and undertake updated training as part of CPD programme.	Policy and Regulations workstream	Aug-24	Informed	Informed	Responsible	Accountable	Informed	Accountable
3	Undertake training as to how to redact a contract (for the Contract Details Notice – for contracts above £5 million inc VAT).	Policy and Regulations workstream	December 2024	Responsible	Responsible	Accountable	Responsible	Responsible	Responsible
3	Consider and agree KPI targets to set, monitor, measure and report on as per NPPS and Act requirements.	Policy and Regulations workstream	September 2024	Responsible	Responsible	Informed	Responsible	Responsible	Responsible
3	Consider the contract management capability and capacity across your organisation and benchmark your organisation against relevant commercial and operating standards and other comparable organisations, as per NPPS.	Policy and Regulations workstream	September 2024	Consulted	Consulted	Accountable	Consulted	Consulted	Consulted
3	Knit in your social value strategy into your procurement procedures and consider in light of tender requirements, award criteria and contract conditions (including use of SMEs etc.).	Policy and Regulations workstream	September 2024	Consulted	Consulted	Responsible	Consulted	Consulted	Accountable



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PROCUREMENT– New Operating Model

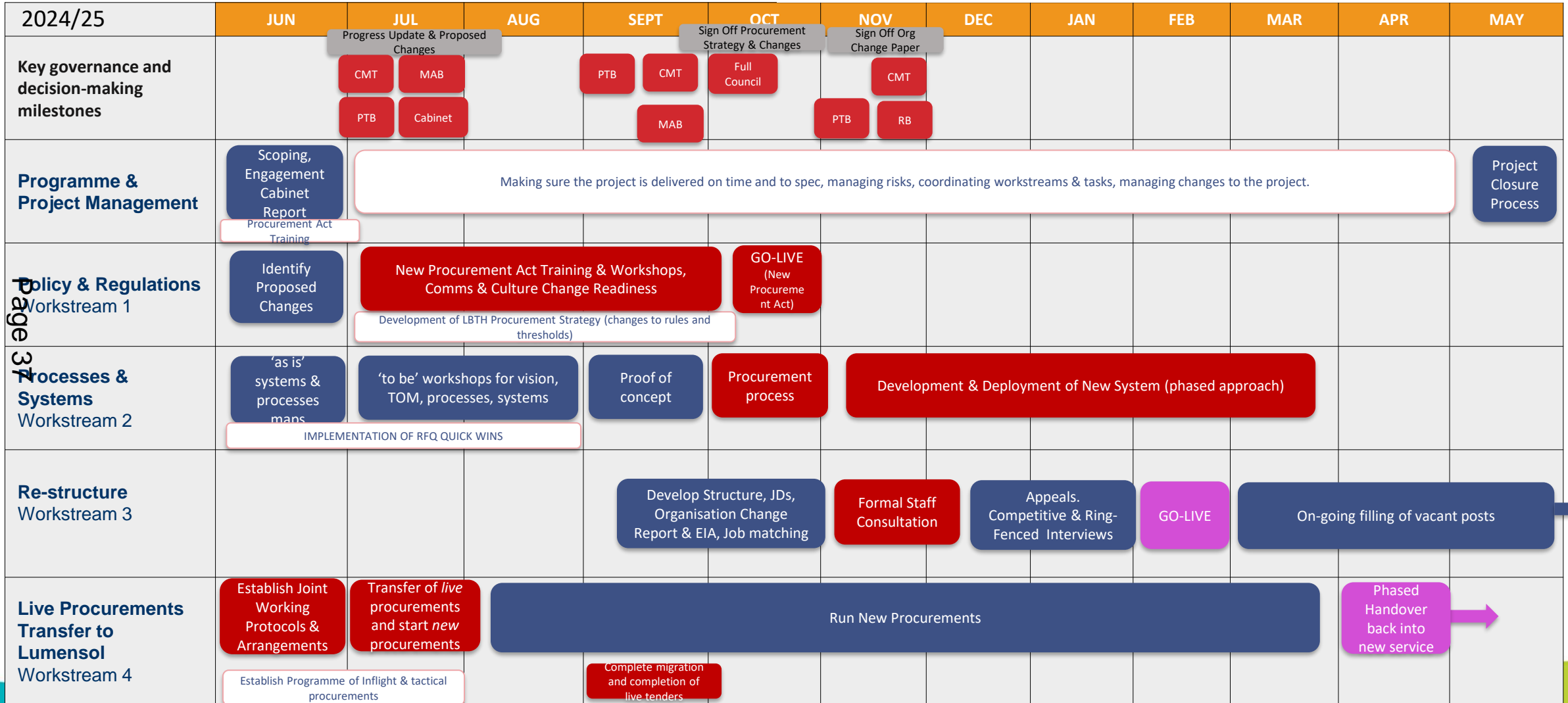
Functional overview.



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PROCUREMENT TRANSFORMATION HIGH LEVEL PLAN

Items in red – critical dates that are fixed due to government legislations or a deliverable that cannot start until another deliverable is complete.
 Items in purple – dates that *could* be moved but poses a risk to the organisation or compromises quality.



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Agenda Item 6.4

Cabinet 10 th July 2024	 TOWER HAMLETS
Report of: Robin Beattie, Interim Director of Strategy. Improvement and Transformation	Classification: Unrestricted
Q4 Performance Report: Year 2 Annual Delivery Plan of the Strategic Plan 2023-2024	

Decision Making Process Tier Level	Governance Boards	Date
DLT Level (Tier One)	DLT / CD	Expectation is that all DLTs have signed off
CMT Level (Tier Two)	CMT / CE	11/06/2024
Member Level (Tier Three)	MAB / CPAP	26/06/2024
Decision (Tier Four)	Cabinet / IMD	10/07/2024

Lead Member	Lutfur Rahman – Mayor of Tower Hamlets
Originating Officer(s)	Doug Plumer, Data Analytics, Business Intelligence & Performance Lead
Wards affected	All
Key Decision?	No
Reason for Key Decision	This report has been reviewed as not meeting the Key Decision criteria.
Forward Plan Notice Published	02/07/24
Exempt information	N/A
Strategic Plan Priority / Outcome	All 8 Strategic Priorities: Priority One: Tackling the Cost of Living Priority Two: Homes for the Future Priority Three: Accelerate Education Priority Four: Boost Culture, Business, Jobs and Leisure Priority Five: Invest in Public Services Priority Six: Empower Communities and Fight Crime Priority Seven: A Clean and Green Future Priority Eight: A Council that Listens and Works for Everyone

Special Circumstances Justifying Urgent Consideration/ 'Reasons for Urgency

This report was published after the statutory publication deadline due to delays with

internal consultation. It is important that this report is considered at this Cabinet meeting due to the need to progress the issues swiftly to meet key administration priorities.

Executive Summary

This report provides the Mayor in Cabinet with a Quarter 4 monitoring update of the Year 2 Annual Delivery Plan 2023-24 performance measures and annual deliverables.

The delivery status of operations relevant to the council's strategic objectives is reported with the intention to give a clear understanding of the council's current performance.

This data is provided to inform any necessary decisions or actions arising from current operational delivery.

Recommendations:

The Mayor in Cabinet is recommended to:

1. Note the strategic delivery and performance report for Q4 covering the period of 1st January 2024 to 31st March 2024.
2. Review the status of 51 performance measures in Q4 tracking the delivery of Year 2 of the Strategic Plan 2023-2024 (See Appendix A).

1 REASONS FOR THE DECISIONS

- 1.1 The council's reporting cycle – the Performance Management & Accountability Framework 2023-24 is set up to provide quarterly update reports for the delivery of the Strategic Plan 2022-2026 including operational performance measures.
- 1.2 Targeted performance measurement is relevant to strategic policy as it helps services to be designed so that they can deliver strategic objectives.
- 1.3 By examining performance measures of operational activity, the council can make informed decisions about how to effectively steer resources towards the goals of the organisation.

2 ALTERNATIVE OPTIONS

- 2.1 Cabinet may decide not to review the performance information. This is not recommended as Corporate Directors and Lead Members have a key role to review and challenge under-performance and utilise performance information to inform resource allocation.

3 DETAILS OF THE REPORT

Background

- 3.1 In 2022 the administration began work following the council and mayoral election of May 2022. The council has created a new strategic plan for the 2022-2026 period and started investing in a range of services to delivering strategic improvement in the way the council serves its residents. We are now in the second year of the mayoral administration. A new annual delivery plan for Year 2 was agreed at July's Cabinet setting ambitious targets with the focus on improvement and delivery.
- 3.2 The Strategic Plan 2022-26 adopted eight new corporate priorities that provide a framework for action to improve services and bring about strategic change for Tower Hamlets on 1st August 2022. This plan translates mayoral priorities into operational deliverables and eight strategic priorities. Through monitoring key deliverables published in the Strategic Plan, the council can support and implement strategic improvements for the borough.

3.3 Summary Status

RAG Status	Y1Q1	Y1Q2	Y1Q3	Y1Q4	Y2Q1	Y2Q2	Y2Q3	Y2Q4
Green	20	18	21	26	22	22	25	25
Amber	7	10	5	5	8	8	5	5
Red	7	7	9	10	7	6	7	8
No data currently	1	0	0	0	0	0	0	2
Data only	9	9	9	8	7	9	9	6
Reported annually	5	5	5	0	5	3	5	5
Total	51	51	51	51	51	51	51	51

Performance Summary

- 3.4 At the end of Quarter 4 (January to March 2024), 51 performance indicators are reported in 6 categories as follows:
- 26 have met or exceeded their target (Green)
 - 5 are between target and minimum (Amber)
 - 9 are below target (Red)
 - 6 are data only (contextual information)
 - 5 are reported annually.

Correction to Strategic Delivery and Performance Report Year Two Q3

- 3.5 Following additional information becoming available, Q3 data for KPI 012 - Number of primary school pupils in KS2 receiving council-funded FSM has been updated from 7,373 to 12,092. This measure doesn't have a target so there is no change of rag rating.
- 3.6 Following additional information becoming available, Q3 data for KPI 013 - Percentage of primary school pupils in KS2 receiving council-funded FSM has been updated from 91% to 93%. This measure has a minimum target of 80% and a stretch target of 85% and therefore is no change of rag rating.
- 3.7 Following additional information becoming available, Q3 data for KPI 014 - Number of secondary school pupils receiving council-funded FSM has been updated from 10,037 to 10,612.

- 3.8 Following additional information becoming available, Q3 data for KPI 015 - Percentage of secondary school pupils receiving council-funded FSM has been updated from 73.3% to 68.5%.

4 EQUALITIES IMPLICATIONS

- 4.1 The council's Strategic Plan is focused on meeting the needs of the diverse communities living in Tower Hamlets and ensuring that everyone can play their part in a vibrant and cohesive community. Many of the strategic outcomes and supporting activities are designed to reduce inequalities and foster community cohesion.

5 OTHER STATUTORY IMPLICATIONS

- 5.1 This section of the report is used to highlight further specific statutory implications that are either not covered in the main body of the report or are required to be highlighted to ensure decision makers give them proper consideration. Examples of other implications may be:

- Best Value Implications,
- Consultations,
- Environmental (including air quality),
- Risk Management,
- Crime Reduction,
- Safeguarding.
- Data Protection / Privacy Impact Assessment.

5.2 Best Value (BV) Implication

- 5.3 Section 3 of the Local Government Act 1999 requires the council as a best value authority to "make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness". Monitoring of performance information and acting on the findings is an important way in which that obligation is being fulfilled.

5.4 Sustainable action for greener environment

- 5.5 Priority 7: A clean and green future. It focuses on key areas of sustainability, including air quality, waste and carbon emission. Key activities include work to drive up the borough's recycling rate, reducing CO2 emissions, and implementing a number of initiatives to improve air quality, including making Tower Hamlets one of the best boroughs for walking and cycling through our cycling training programmes.

6 COMMENTS OF THE CHIEF FINANCE OFFICER

- 6.1 There are no direct financial implications of this report, as it is reporting the status of performance measures. Where performance does impact on finances, these are addressed and reported through the council's existing financial framework.

7 COMMENTS OF LEGAL SERVICES

- 7.1 The council is under a general Duty of Best Value to “make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.”
- 7.2 Under the Duty of Best Value, therefore, the council should consider overall value, including economic, environmental and social value, when reviewing service provision.
- 7.3 The Monitoring of performance objectives therefore assists in meeting the Best Value Duty placed upon the council.

Linked Reports, Appendices and Background Documents

Linked Report

- NONE.

Appendices

- Strategic Delivery and Performance Report Year Two, Quarter 4 (See Appendix A).

Background Documents – Local Authorities (Executive Arrangements)(Access to Information)(England) Regulations 2012

- NONE

Officer contact details for documents:

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Strategic delivery and performance report

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Year Two Delivery Plan 2023-24

Annual review





This report outlines the Council's delivery and performance for the year 2023 – 2024.

My administration and the officers of the Council are committed to providing the residents of Tower Hamlets with the best possible services and support. As outlined in the report, there are areas where we are delivering fantastic results – from alleviating cost of living crisis to education, to sport and culture, and to fighting crime. However, we must contend that there are areas where we must improve, and we will do all we can to ensure that our targets are met.

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This year saw the launch of several key services and schemes:

After listening to you, we took back our leisure services in house to improve our services across the borough and provide the best possible experience for our residents. This included launching the Be Well website, which allows residents to provide more flexibility for users, better value for money and more bespoke services across the borough, including free swimming sessions for women.

We also launched our Young Tower Hamlets youth service programme, which will see £13.7million invested in our young people annually over the next few years.



Our cost-of-living package – currently totalling £6.1million, with more support to come – has helped those most in need of support with their energy bills and day to day living costs. We will continue to ensure that the residents of Tower Hamlets are not left to face ongoing challenges alone.

The Mayor's Education Maintenance Allowance and University Bursary schemes are already benefiting the young people of our borough, and we will be doing more to ensure that this support reaches an even greater number of residents this year.

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These are initiatives that we should be proud of, and which have delivered real, visible, lasting benefits for the people of our borough.

However, there are areas where we need to drastically improve. Tackling overcrowding through a robust housebuilding programme and cleaning up the Borough's streets have been two of my top priorities since I came into office.



While some progress has been made in addressing these issues, much more needs to be done. The Mayor's Cleaner, Greener Future for Tower Hamlets programme has already helped to deliver over £4million of investment in greening our Borough – with solar panelling fitted on Council buildings, 972 trees planted, and £2.1million spent on improving estate recycling – as well as £5million on a green fleet for our waste services. However, more needs to be done to improve our recycling rates, and we are working hard to ensure that happens.

The number of red ratings in this report is disappointing to me and to those officers who oversee their delivery, but already a plan is being put in place to move forward in a way that improves performance.

I look forward to tackling these challenges head on, and as a Council we will continue to work as hard as we can to ensure that our residents live in a Borough, they can be proud of.

Our delivery and performance

Current performance measures overview



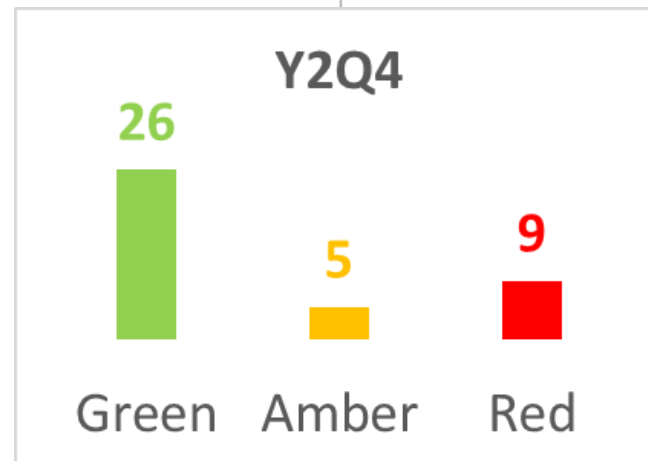
Across the strategic plan, the RAG status of performance measures is shown with Red, Amber, and Green to help us support services as they work to meet their aims.

Some measures don't have data yet and are listed as "No data currently".

Some measures don't have a target and are listed as "Data only".

Some measures are not due this quarter, these are listed as "Reported annually".

RAG Status	Y1Q1	Y1Q2	Y1Q3	Y1Q4	Y2Q1	Y2Q2	Y2Q3	Y2Q4
Green	20	18	21	26	22	22	25	26
Amber	7	10	5	5	8	8	5	5
Red	7	7	9	10	7	6	7	9
No data currently	1	0	0	0	0	0	0	0
Data only	9	9	9	8	7	9	9	6
Reported annually	5	5	5	0	5	3	5	5
Total	51	51	51	51	51	51	51	51



Our delivery and performance

Q3 to Q4 RAG rating movement



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Good News!

- 2 previously Red measures are now Green.

There are 5 Amber measures

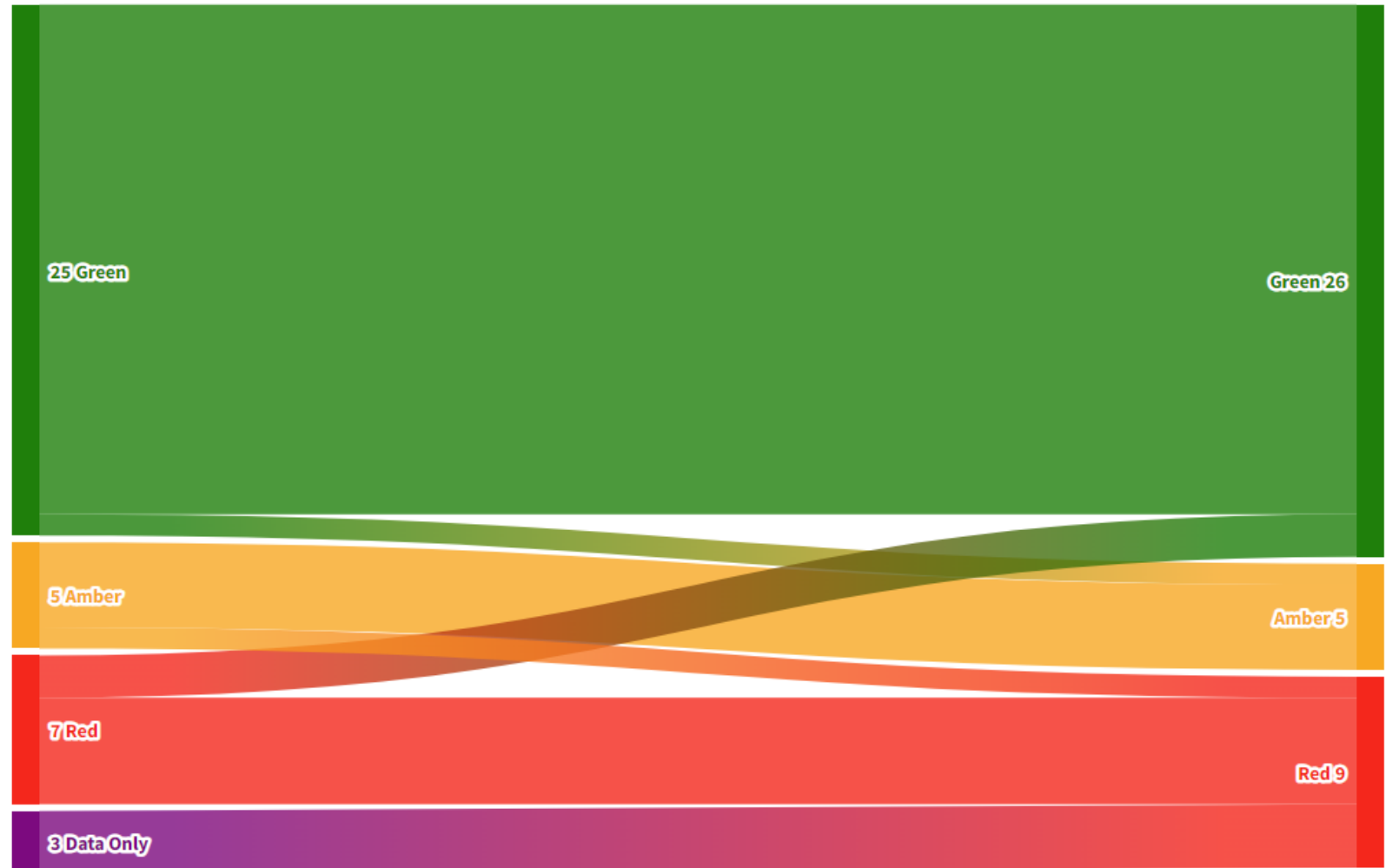
- 1 previously Green measure is now Amber.
- 4 previously Amber measures remain Amber

Bad news! Red measures have gone up from 7 to 9

- 1 of the previously Amber measures is now Red
- 5 of the previously 7 Red measures remain Red.
- 3 previously Data Only measures are now Red

Q3

Q4



List of **Green Measures Q4**
All Directorates
26 Green



Ref	Measure	Directorate	2022-23 Outturn	2023-24 Target	Q3 Outturn	Q3 Min Target	Q3 Target	Q3 RAG	Q4 Outturn	Q4 Min Target	Q4 Target	Q4 RAG
KPI 005	Number of attendances to holiday activities and food programme during school holidays	Housing & Regeneration	76,575	70,000	78,732	52,200	58,000	Green	89,222	63,000	70,000	Green
KPI 006	Tonnes of food provided to food aid organisations	Housing & Regeneration	907	1,800	1,365	1,215	1,350	Green	1,887	1,620	1,800	Green
KPI 011	Number of privately rented properties visited	Communities	No data	1,750	678	438	438	Green	976	438	438	Green
KPI 013	%of primary school pupils in KS2 receiving council-funded FSM	Children's Services	No data	85%	91%	80%	85%	Green	95%	80%	85%	Green
KPI 016	Number of young people who contacted and registered with the Council's and Council commissioned youth centres	Children's Services	5,304	5,800	5,311	3,915	4,350	Green	6,076	5,220	5,800	Green
KPI 017	Number of users who regularly attend the Council's and Council commissioned youth services	Children's Services	3,336	4,000	3,256	2,700	3,000	Green	4,009	3,600	4,000	Green
KPI 018	Number of young people engaged with the Council's and Council commissioned youth centres who achieve a recorded outcome	Children's Services	1,863	1,850	1,848	1,249	1,388	Green	2,073	1,665	1,850	Green
KPI 019	Number of young people engaged with the Council's and Council commissioned youth centres who achieve an accredited outcome	Children's Services	586	600	520	405	450	Green	689	540	600	Green
KPI 022	Percentage of Idea Store learners who pass a Skills for Life course	Resources	96%	95%	98%	86%	95%	Green	96%	86%	95%	Green
KPI 023	Number of children supported by the Early Help Children and Family Service	Children's Services	17,778	19,000	19,547	13,500	15,000	Green	20,769	17,000	19,000	Green
KPI 024	%of contacts into MASH that are reviewed and progressed within timescales	Children's Services	98%	95%	96%	90%	95%	Green	96%	90%	95%	Green



Ref	Measure	Directorate	2022-23 Outturn	2023-24 Target	Q3 Outturn	Q3 Min Target	Q3 Target	Q3 RAG	Q4 Outturn	Q4 Min Target	Q4 Target	Q4 RAG
KPI 025	Rate of first time entrants to the Youth Justice system	Children's Services	140	155	143	185	155	Green	154	185	155	Green
KPI 030	Number of arts events delivered	Communities	191	120	50	39	50	Green	14	8	10	Green
KPI 032	The number of new jobs, training and apprenticeship opportunities enabled for local people	Housing & Regeneration	3,866	2,500	2,339	1689	1,875	Green	2,782	2250	2,500	Green
KPI 033	Enterprises supported through the council's business programmes	Housing & Regeneration	919	650	814	439	488	Green	1,150	585	650	Green
KPI 036	%of people who are signposted to find appropriate advice & support in the wider community that helps them to maintain their independence	Health and Social Care	59%	65%	65%	60%	65%	Green	73%	60%	65%	Green
KPI 038	%service users surveyed who agree with the statement "Overall I have a positive experience of the services I am receiving from the homecare agency"	Health and Social Care	90%	85%	78%	80%	85%	Red	86%	80%	85%	Green
KPI 039	Number of smoking cessation 4 week quits	Health and Social Care	1,150	1,200	753	750	900	Green	1,510	1000	1200	Green
KPI 040	Number of smoking cessation 4 week quits (BAME)	Health and Social Care	460	450	371	300	338	Green	743	400	450	Green
KPI 041	Number of upgraded CCTV cameras operational	Communities	82	350	10	8	10	Green	9	7	9	Green
KPI 042	Number of hours of uniformed patrols delivered by the Safer Neighbourhood Operations Service	Communities	10,970	15,000	9,206	3,500	3,750	Green	11,495	3,500	3,750	Green
KPI 043	Victims of violence against women and girls who feel safer after engaging with commissioned provider	Communities	78.5%	80%	100.0%	75%	80%	Green	97.0%	75%	80%	Green



Ref	Measure	Directorate	2022-23 Outturn	2023-24 Target	Q3 Outturn	Q3 Min Target	Q3 Target	Q3 RAG	Q4 Outturn	Q4 Min Target	Q4 Target	Q4 RAG
KPI 044	Adults with substance misuse treatment need who successfully engage in community-based structured treatment following release from prison	Communities	42.3%	37.0%	35.6%	45.0%	50.0%	Red	53.8%	45.0%	50.0%	Green
KPI 045	Number of trees planted	Communities	522	400	631	180	200	Green	299	180	200	Green
KPI 034	Percentage of waste collections completed on time	Communities	No data	98.0%	99.7%	95.0%	98.0%	Green	99.6%	95.0%	98.0%	Green
KPI 047	Percentage of enforcement actions to fly-tip	Communities	168%	150%	262%	135%	150%	Green	347%	135%	150%	Green

List of **Amber** Measures Q4
All Directorates
5 Amber



Ref	Measure	Directorate	2022-23 Outturn	2023-24 Target	Q3 Outturn	Q3 Min Target	Q3 Target	Q3 RAG	Q4 Outturn	Q4 Min Target	Q4 Target	Q4 RAG
KPI 003	Percentage of homelessness cases prevented or relieved	Housing & Regeneration	37%	40%	43%	36%	40%	Green	38%	36%	40%	Amber
KPI 010	Lets to overcrowded households	Housing & Regeneration	48%	53%	51%	48%	53%	Amber	49%	48%	53%	Amber
KPI 028	%of Care Leavers aged 17-25 who are in education, employment or training (EET)	Children's Services	70.6%	75%	67.0%	65%	75%	Amber	73%	65%	75%	Amber
KPI 031	%of leisure centre member base that are female	Communities	47.8%	49.2%	48.8%	47.8%	49.2%	Amber	48.9%	47.8%	49.2%	Amber
KPI 049	Percentage of top 5%of earners from Black, Asian and multi-ethnic communities	Resources	33.10%	35.00%	32.34%	32.00%	35.00%	Amber	33.35%	32.00%	35.00%	Amber

List of **Red** Measures Q4
All Directorates
9 Red



Ref	Measure	Directorate	2022-23 Outturn	2023-24 Target	Q3 Outturn	Q3 Min Target	Q3 Target	Q3 RAG	Q4 Outturn	Q4 Min Target	Q4 Target	Q4 RAG
KPI 004	Number of homeless supported into sustainable accommodation	Resources	317	440	246	297	330	Red	375	396	440	Red
KPI 007	Net additions to the housing stock	Housing & Regeneration	2,330	3,473	839	Annual Target	Annual Target	Data only	1,113	3,126	3,473	Red
KPI 008	Number of affordable homes consented	Housing & Regeneration	591	1,000	421	Annual Target	Annual Target	Data only	646	900	1,000	Red
KPI 009	Number of affordable homes delivered	Housing & Regeneration	585	1,000	201	Annual Target	Annual Target	Data only	459	900	1000	Red
KPI 021	%of education, health and care (EHC) assessments completed within 20 weeks	Children's Services	31.3%	60%	34%	59%	65%	Red	55%	59%	65%	Red
KPI 026	%of young people that re-offend	Children's Services	29.4%	20%	29%	30%	20%	Amber	36%	30%	20%	Red
KPI 035	Permanent admissions to residential and nursing care 65+per 100,000	Health and Social Care	312	315	280	263	236	Red	372	350	315	Red
KPI 046	Level of household recycling	Communities	16.3%	22.0%	16.59%	20.3%	22.0%	Red	15.30%	20.3%	22.0%	Red
KPI 048	Children engaged in school cycle schemes	Communities	1,379	1,100	527	693	770	Red	893	990	1,100	Red



Priority 1 Tackling the cost of living

- KPI 001
- KPI 002
- KPI 003
- KPI 004**
- KPI 005
- KPI 006

Priority 2 Homes for the future

- KPI 007**
- KPI 008**
- KPI 009**
- KPI 010
- KPI 011

Priority 3 Accelerate Education

- KPI 012
- KPI 013
- KPI 014
- KPI 015
- KPI 016
- KPI 017
- KPI 018
- KPI 019
- KPI 020
- KPI 021**
- KPI 022
- KPI 023
- KPI 024
- KPI 025
- KPI 026**
- KPI 027
- KPI 028
- KPI 029

Priority 4 Boost culture, business, jobs and leisure

- KPI 030
- KPI 031
- KPI 032
- KPI 033

Priority 5 Invest in public services

- KPI 035**
- KPI 036
- KPI 037
- KPI 038
- KPI 039
- KPI 040

Priority 6 Empower Communities and Fight Crime

- KPI 041
- KPI 042
- KPI 043
- KPI 044

Priority 7 A Clean and Green Future

- KPI 045
- KPI 034
- KPI 046**
- KPI 047
- KPI 048**

Priority 8 A council that listens and works for everyone

- KPI 049
- KPI 050
- KPI 051

Priority 1

Tackling the cost of living

Our ambition:
No child will go hungry, and no pensioner will go cold for the next four years

Priority 1

Tackling the cost of living crisis



What have we delivered?

A comprehensive holiday food programme was delivered during the Easter, Summer and Christmas holidays of 2023. The scheme prioritised children entitled to Free School Meals.

In all, we had 89,222 unique attendances, each one providing a meal, throughout the year. 85% of attendances were by those eligible for benefits-related Free School Meals, and 74% were primary school age. In all, £1,543,825 was provided in grants to partner organisations for delivery.

Families in the borough have also been given support via the Household Support Fund to alleviate the impact of the cost of living crisis as well as additional projects and support packages to support those in poverty and those suffering from social isolation.

A key area of focus has been older people to ensure the take up of pension credit is maximised where eligible, and support also provided via the Resident Support Scheme in addition to other priority groups.

For the academic year 2023/24, the second year of the Mayor's Education Maintenance Allowance and the Mayor's University Bursary programme, the two-stage process has been replaced with a single payment window.

Both programmes opened applications for grants in October 2023 and closed on 20 November, with a communications campaign across social media platforms and targeted publicity.

884 applications were received for Educational Maintenance Allowances and 1295 for bursaries. Final eligibility checks prior to payment were underway as of the end of March 2024.

Both the Housing Options and Housing Management Services have applied for DAHA (Domestic Abuse Housing Alliance) accreditation. DAHA accreditation is the UK benchmark for how housing providers should respond to domestic abuse in the UK.

The application is currently being reviewed by DAHA and the council

should know if both services can be awarded this accreditation at some point this year.

The budget and Council Tax for 2024/25 was agreed by full Council on 28th February 2024. The creation of a Council Tax Cost of Living Relief Fund is included in this budget.

Good progress has been made to improve access for those residents who need support from the Housing Options service, The new Homelessness Self-referral form has been launched for residents and additional front-of-house roles have been recruited to; this includes an additional two officers to provide support for rent income collection.

The draft Homelessness and Rough Sleeping strategy has also been developed and consulted on, setting out priorities for the council and partners to support those at risk of homelessness. It is anticipated this will be approved by Autumn 24.



KPI 001

Number of EMAs awarded

Steve Reddy Corporate Director for Children’s Services
Lisa Fraser Director of Education

23/24 RAG

N/A

23/24 Actual

Annual

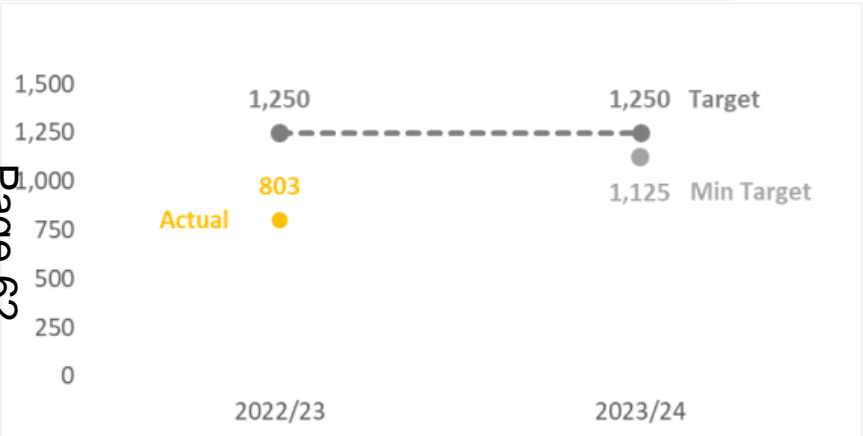
Above target by

N/A

What the data shows

This measure is based on the 2023/24 academic year (September 2023 – July 2024) thus will not fit neatly into a single council financial year.

Annual Performance Trend: N/A



Following the EMA application deadline on the 20th November 2023 and the rigorous process involved in the verification of the applicant details, please note the provisional figure on the numbers awarded will not be available until end June 2024. The final figure will be available end August 2024 once the full process, including any appeals, has been completed and all relevant grants issued.



KPI 002

Number of university bursaries awarded

Steve Reddy Corporate Director for Children’s Services
Lisa Fraser Director of Education

23/24 RAG

N/A

23/24 Actual

Annual

Above target by

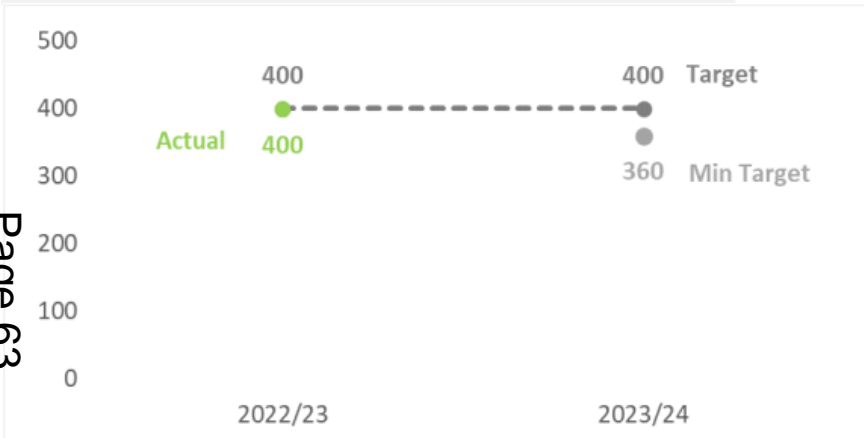
N/A

What the data shows

This measure is based on the 2023/24 academic year (September 2023 – July 2024) thus will not fit neatly into a single council financial reporting year.

Following the University Bursary application deadline on the 20th November 2023 and the rigorous process involved in the verification of the applicant details, please note the provisional figure on the numbers awarded will not be available until end June 2024. The final figure will be available end August 2024 once the full process, including any appeals, has been completed and all relevant grants issued.

Annual Performance Trend: N/A



KPI 003

Percentage of homelessness cases prevented or relieved (1/3)



Julie Lorraine Corporate Director for Resources
Karen Swift Director of Housing

Q4 RAG
Amber

Q4 Actual
38%

Below target by
2 (5%)

What the data shows

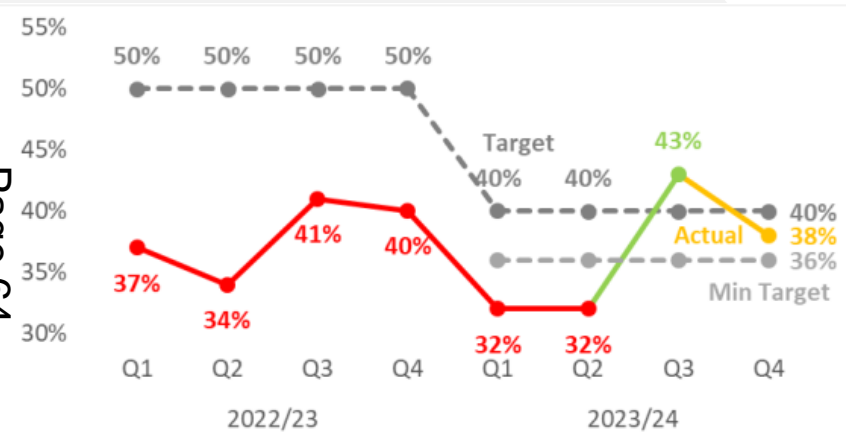
The Q4 outturn (38%) was below the target level of 40% by 2% (the minimum target for this measure is 36%).

Why is this below target?

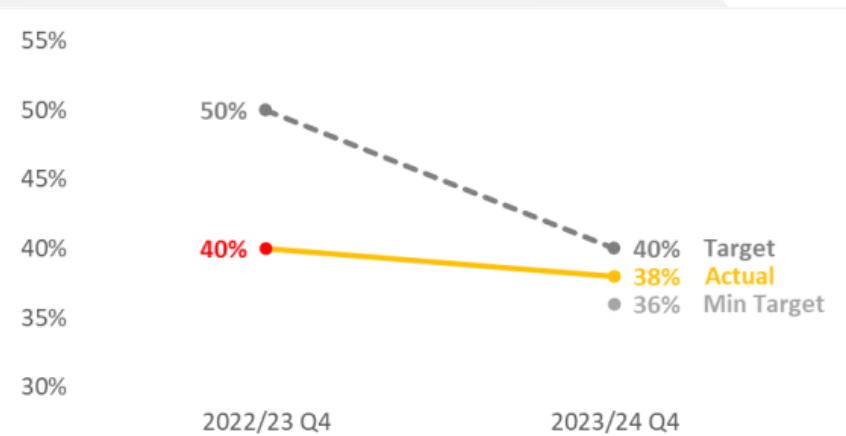
- There was a further increase seen in homelessness demand during Q4, rising by 7% on Q3 (this figure is 15% higher in comparison to the same quarter of previous FY). This overall increase in number of households owed a duty has led to a further increase in caseloads for staff, making successful prevention and relief work more difficult during Q4.
- In particular we have seen an increase in homeless applications from private rented sector tenants who have been given notice by their landlord. There has been an increase in the number of landlords choosing to sell their properties or returning to inhabit properties, therefore leading to a contraction of supply in properties and increase in homelessness due to this simultaneously.
- During the 23/24 Financial Year there has been a contraction in the supply of accommodation available to low-income households – this has been influenced by landlords leaving the market due to several market factors, and increased competition for properties from other public bodies e.g. central government (HO and MoD). Please refer to KPI 004 for further information on supply contraction, which impacts directly on ability to successfully prevent and relieve homelessness.

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Quarterly Performance Trend: Declining ▼



Annual Performance Trend: Declining ▼



KPI 003

Percentage of homelessness cases prevented or relieved (2/3)



Julie Lorraine Corporate Director for Resources
Karen Swift Director of Housing

Q4 RAG
Amber

Q4 Actual
38%

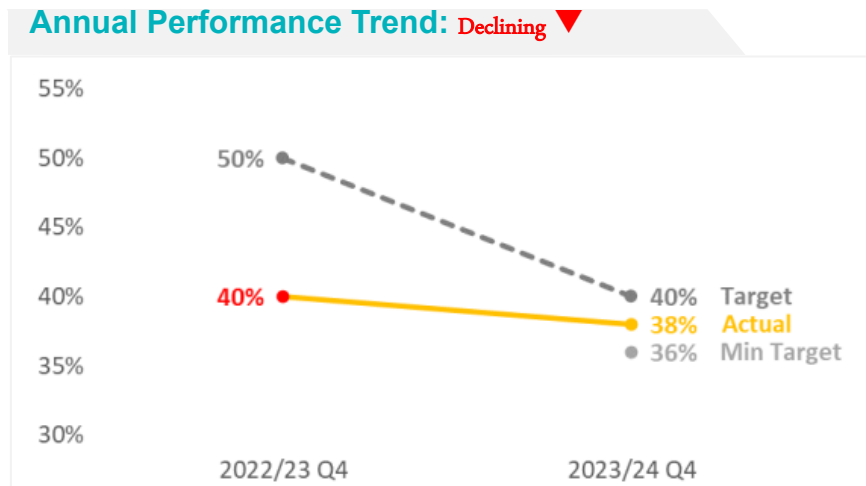
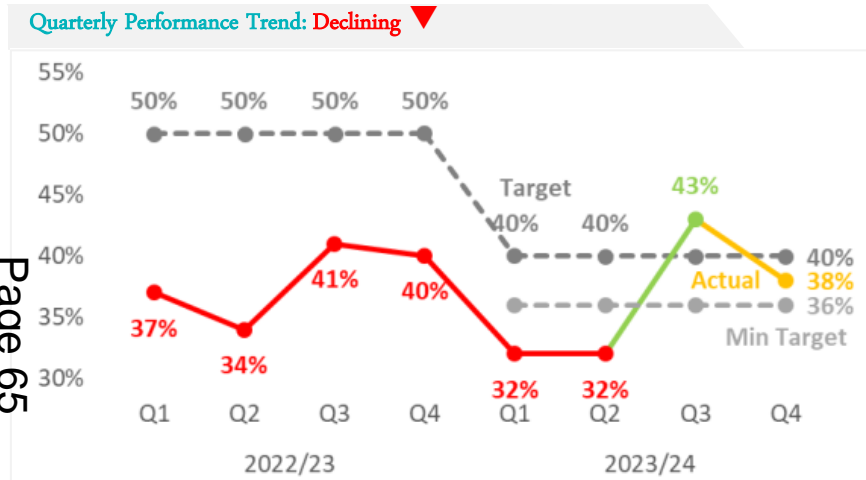
Below target by
2 (5%)

- During Q4 the applicable benefit rates had fallen significantly behind market rents, resulting in a reduction in the amount of properties being affordable for those on low and fixed incomes. This has now been acknowledged by Government and remedial action has been taken by way of an uprating in rates which commenced in Q1 24/25.
- The service experienced acute staff shortages in certain homelessness service areas during Q4 due to staff absence – this has impacted upon caseloads and made the conducting of early-stage prevention and relief work more difficult for staff.

Mitigation action taken by the service

- Cabinet agreed 30 new roles which will add critical resource to the frontline homelessness service and help to strengthen our prevention and relief work.
*As part of this new resource there has been a request approved for a new triage team – this will be a specialist, experienced team who can make decisions in the first instance. This will reduce the amount of time taken to make decisions on the frontline and will provide officers with greater opportunity to work with cases when they are in the prevention and relief stage.
- Following the re-procurement of CDP Soft, our primary homelessness management application, we have made significant investment in maximising its use to automate and remove unnecessary administration as well as improving workflows and rigour, which is saving staff time, improving data quality and consistency, and streamlining hand-offs between teams. These improved hand-offs and simpler workflows will aid staff in managing their cases and save time, allowing more effort to be put towards prevention and relief activities.

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KPI 003

Percentage of homelessness cases prevented or relieved (3/3)



Julie Lorraine Corporate Director for Resources
Karen Swift Director of Housing

Q4 RAG
Amber

Q4 Actual
38%

Below target by
2 (5%)

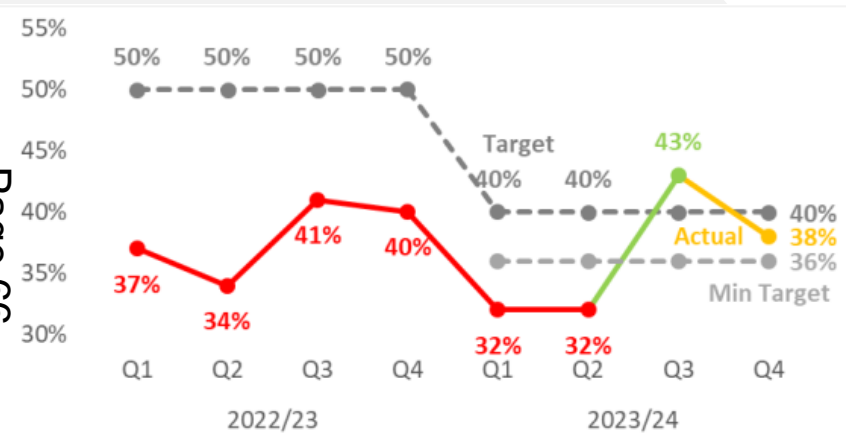
- Temporary Accommodation move-on officers have been engaging more closely with households recently placed into temporary accommodation, to assist with their move-on into private rented accommodation at an earlier stage. This will enable more PRS placements to take place within the Relief phase, therefore increasing outturn.
- Please see KPI 004 for measures on increased incentives and new grants to aid households in accessing private rented accommodation, which is anticipated to have a positive impact on prevention and relief outturns.

When will this be on track?

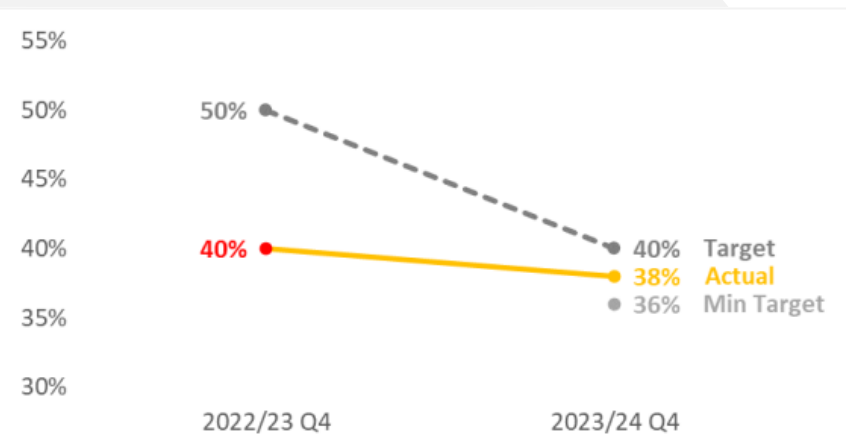
- If the recent trend of improved PRS supply continues in the coming months and all agreed frontline posts are recruited to successfully, a return to the target level of performance is anticipated in Q3 of the coming financial year.

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Quarterly Performance Trend: Declining ▼



Annual Performance Trend: Declining ▼



KPI 004

Number of homeless people supported into sustainable accommodation (1/4)



Julie Lorraine Corporate Director for Resources
Karen Swift Director of Housing

Q4 RAG
Red

Q4 Actual
375

Below target by
65 (15%)

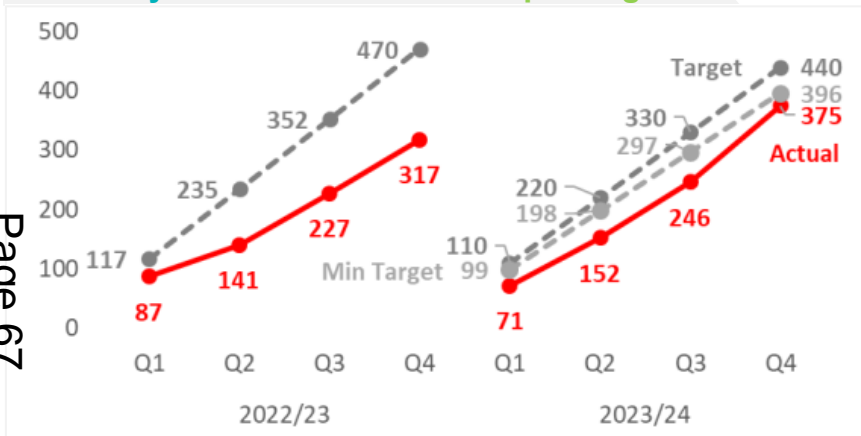
What the data shows

Outturn is below target by 65. Performance did increase during Q4, with 129 households supported into sustainable accommodation (in comparison with 94 in Q3).

Why is this below target

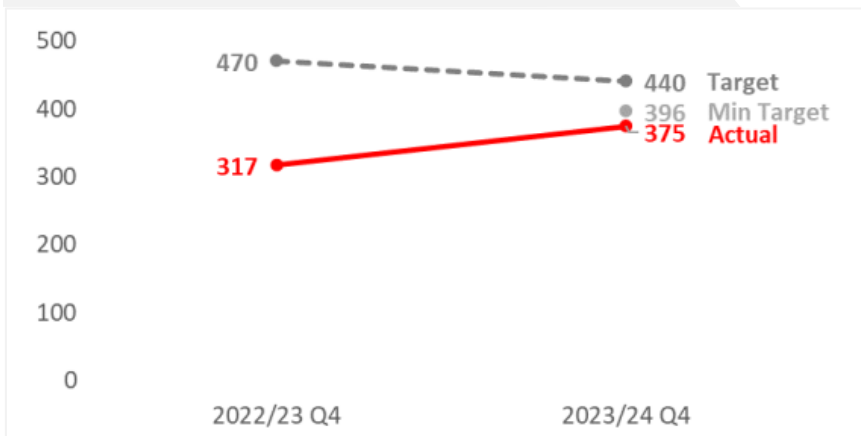
- During the 23/24 Financial Year there has been a contraction in the supply of available affordable accommodation – this has been influenced by landlords leaving the market due to several market factors, and increased competition for properties from other public bodies e.g. central government (HO and MoD). There was a reduction of 3.7% in available PRS properties in January 2024 in comparison with January 2023 (and for the period October-December 2023 there was on average 9% fewer properties available in comparison to the previous year). This contracted supply over the course of the year has made it more difficult to move homeless households into sustainable accommodation. It should be noted that whilst there has been ~9% reduction in properties, we have fallen short of the target by 21 placements which is 4% lower than target level; this demonstrates actions taken to increase our supply have helped to mitigate against the overall contraction in the market.
- Regarding the supply of social housing, there continues to be a lack of larger properties, with demand for 3-bed and 4-bed properties being far greater than the supply available. This has impacted on the service's ability to secure permanent social housing for homeless households.
- At the same time as contraction of supply, we have seen an increase in homelessness demand. There was a further increase seen in homelessness demand during Q4, rising by 7% on Q3 (this figure represents a 15% increase on the same quarter of previous FY). This has placed additional pressure on homelessness services and impacted upon the overall outturn.

Quarterly Performance Trend: Improving ▲



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Annual Performance Trend: Improving ▲



KPI 004

Number of homeless people supported into sustainable accommodation (2/4)



Julie Lorraine Corporate Director for Resources
Karen Swift Director of Housing

Q4 RAG
Red

Q4 Actual
375

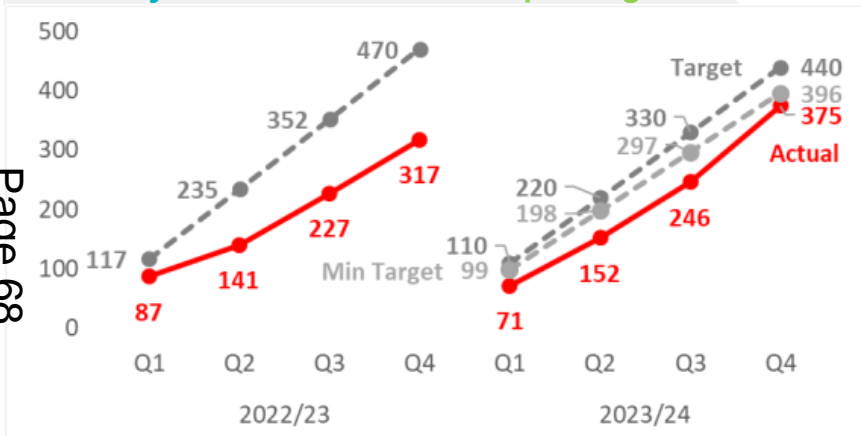
Below target by
65 (15%)

Mitigation action taken by the service

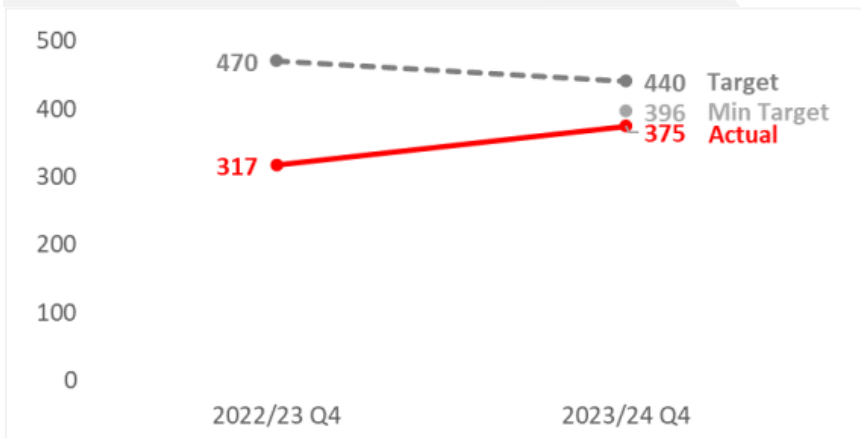
- We have mobilised resource to work closely with homeless households who have rent arrears. This was previously a barrier to accessing permanent social housing; by working with residents to eradicate their arrears we have already placed 7 additional households into social housing who previously would not have been able to access this.
- Cabinet agreed 30 new roles which will strengthen our prevention work but also include more support for those in temporary accommodation to consider other homes and an additional procurement specialist.
- A new Homelessness Accommodation Placement Policy has been reviewed and will be taken to Cabinet in July for approval; this will give the Council greater flexibility on where we can procure accommodation, therefore increasing the opportunities for successful placements into sustainable accommodation.
- Following July Cabinet the Council will launch its 'Find Your Own' PRS grant which will empower households already in TA to find their own Private Rented accommodation.
- We are working upstream with families facing eviction due to rent increases to facilitate tenancy renewals to prevent homelessness as early as possible.

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Quarterly Performance Trend: Improving ▲



Annual Performance Trend: Improving ▲



KPI 004

Number of homeless people supported into sustainable accommodation (3/4)



Julie Lorraine Corporate Director for Resources
Karen Swift Director of Housing

Q4 RAG
Red

Q4 Actual
375

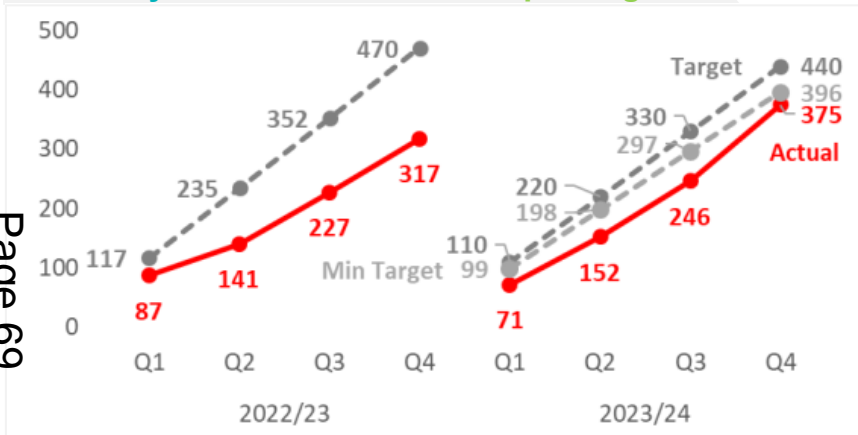
Below target by
65 (15%)

Mitigation action taken by the service

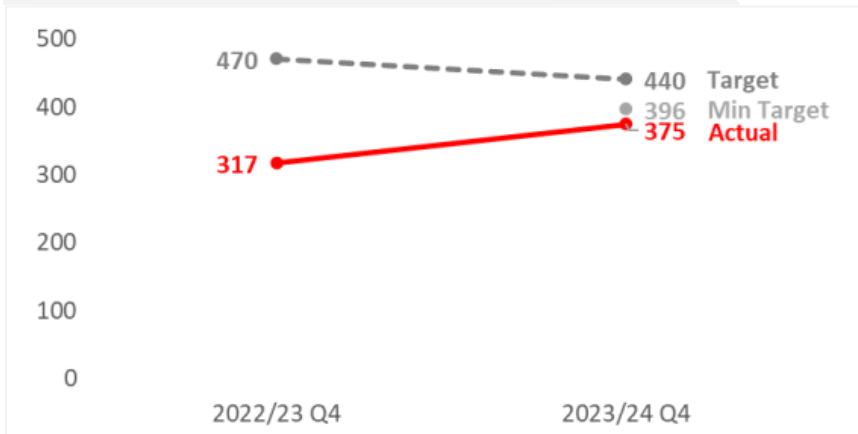
- We have increased joint working with other London councils and Registered Partner Landlords (HA's) to ensure that there is a joint approach to procuring accommodation, therefore providing greater ability to procure suitable properties across London. We have jointly procured a building in Slough under joint efforts with Redbridge Council which yielding 35 units of accommodation and are in the early phase of developments for further sites spanning across Essex and Wimbledon with the potential of a further 130 units of family accommodation. We have also developed work with RP's for the use of existing decant sites being repurposed for the use of TA which includes work with Poplar Harca and Once Housing Group which we expect to continue to yield further supply of accommodation. In addition to this we have carried out joint work with Notting Hill Genesis Housing for increase supply of further PRS units by pooling efforts together using our incentive packages we expect to increase supply.
- We are in the process of procuring further developments in Tower Hamlets (59) Ilford (93 units) and Romford (65) which will provide further units of suitable good quality self-contained and B&B accommodation.
- We have increased the incentive packages offered by the council and increased organic procurement supply by onboarding new landlords and agencies through networking activities undertaken by procurement officers. This work has already led to an increase in the supply of PRS properties during Q4. We aim to increase capacity and effort in this area to build on the momentum of Q4.
- We are seeking a replacement rent insurance guarantee provider to bolster our incentive package to provide a competitive offer to landlords for their properties.

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Quarterly Performance Trend: Improving ▲



Annual Performance Trend: Improving ▲



KPI 004

Number of homeless people supported into sustainable accommodation (4/4)



Julie Lorraine Corporate Director for Resources
Karen Swift Director of Housing

Q4 RAG
Red

Q4 Actual
375

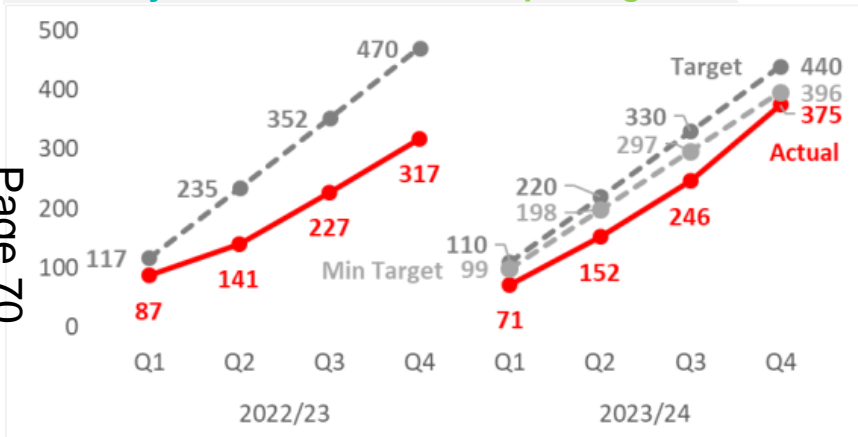
Below target by
65 (15%)

When this will be on track

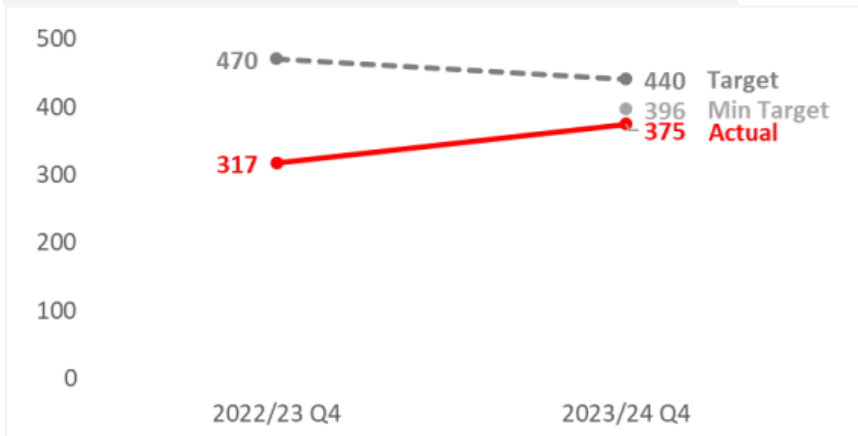
- Providing the funding assigned to this area of work remains competitive against market supply, and the supply of suitable accommodation being available, we expect to be able to increase the number of households supported into sustainable accommodation and meet targets for the 24/25 financial year.
- The procurement strategy set out in the July Cabinet report highlights a number of initiatives that will maintain our competitive lead in a busy London market.

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Quarterly Performance Trend: Improving ▲



Annual Performance Trend: Improving ▲



KPI 005

Number of attendances to holiday activities & food programme during holidays



Paul Patterson Interim Corporate Director for Housing & Regeneration
Ellie Kershaw Director of Integrated Growth & Development

Q4 RAG
Green

Q4 Actual
89,222

Above target by
19,222 (27%)

What the data shows

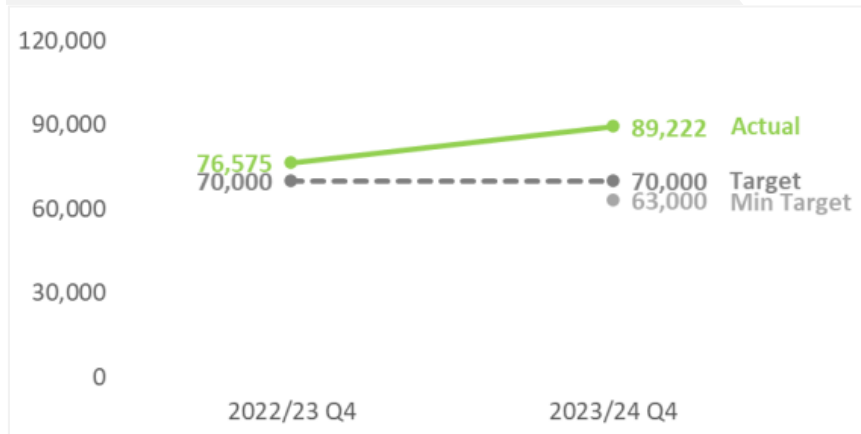
Christmas delivery has brought the number of attendances for the year to 89,222.

Quarterly Performance Trend: Improving ▲



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Annual Performance Trend: Improving ▲



KPI 006

Tonnes of food provided to food aid organisations



Paul Patterson Interim Corporate Director for Housing & Regeneration
Ellie Kershaw Director of Integrated Growth & Development

Q4 RAG
Green

Q4 Actual
1,887

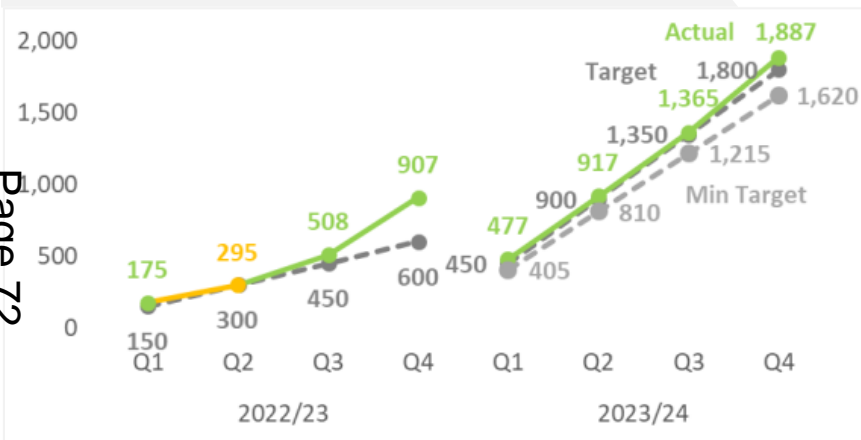
Above target by
87 (5%)

What the data shows

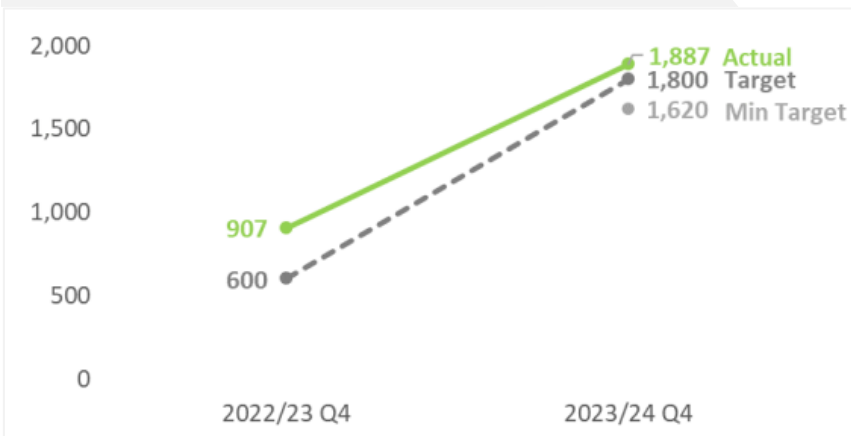
The target has been achieved with 1,887 tonnes having been provided throughout the year

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Quarterly Performance Trend: Improving ▲



Annual Performance Trend: Improving ▲





Contextual Measures	Tower Hamlets	Comparator
Percentage of children in relative low-income families, aged 0-15 years. (DWP)	26.5% (2023)	15.8% London (2023)
Gross disposable household income per head (ONS)	£29,716 (2021)	£31,094 London (2021)
Percentage of Tower Hamlets residents on low incomes who have a monthly cash shortfall (Low Income Family Tracker database)	12.75% (May 2022)	-
Number of children attending Holiday Activities and Food programme, each holiday period (service information)	78,732 (Q3, 2023/ 24)	-
Possession claims issued by landlords per 10,000 households	15.4 Q4 2021/ 22	13.5 London, Q4 2021/ 22

Priority 2

Homes for the future



Our ambition:

Everyone in Tower Hamlets lives in a good quality home that they can afford.

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What have we delivered?

There are now 7 Mayors' priority projects being progressed: Women resource centre, Somali resource hub, culturally sensitive substance misuse center, extra care housing, sixth form for academic excellence, lowerlea crossing community facility & Whitechapel Road public realm improvements.

Good progress is also being made in re-imagining how the council makes best use of its assets. The asset management strategy has been drafted which has set out a framework for maximising the use of council assets and identifying potential disposals.

One key asset the council has is its housing stock. All staff and services transferred back to the council from Tower Hamlets Homes (THH) on 1st November 2023. Work is underway to ensure the seamless integration of services and ensuring management meets and complies with new standards introduced by the Social Housing Regulation Act.

A new resident engagement forum -

the Tenants' Voice - is being set up following engagement with stakeholders. The new Tenant & Leaseholder Engagement Strategy is in development and residents will be consulted on this in Q2 2024/25.

As part of Social Housing Regulation Act, the council and other housing providers in the borough have made good progress in aligning data collection in order to report to Housing Regulator on incoming Tenant Satisfaction Measures. The Q3 report of draft performance measures was discussed at Housing Scrutiny in May 2024.

A key priority across Housing has been managing risks around damp and mould. Work has been completed in collaboration with Public Health to provide advice and guidance to residents on how best to prevent and minimise damp and mould, in line with government guidance.

Work is also being progressed to prioritise and deliver activities for those who rent in the Private Rented Sector to ensure they are fully informed on their rights and can hold

landlords to account on the management of their homes.

The Regulation 18 Local Plan Review Consultation has now also been completed (in consultation with the Mayor) which engaged residents and stakeholders on our draft Local Plan. The Infrastructure Planning Team also published the Infrastructure Funding Statement in December 2023, setting out key infrastructure priorities within the borough to support development

To date we have created 361 new parking spaces, and we are in the process of installing a further 156. We have also identified 310 spaces in Zone B that we will be installing over the next few months, and we will be surveying Zone A this year, 12 months ahead of schedule. The car parking permit transfer scheme was also approved by Cabinet in November 2023 and came into immediate effect.

KPI 007

Net additions to the housing stock (1/3)



Paul Patterson Interim Corporate Director for Housing & Regeneration
Sripriya Sudhakar Director of Planning & Building Control

Q4 RAG
Red

Q4 Actual
1,113

Below target by
2,360 (32%)

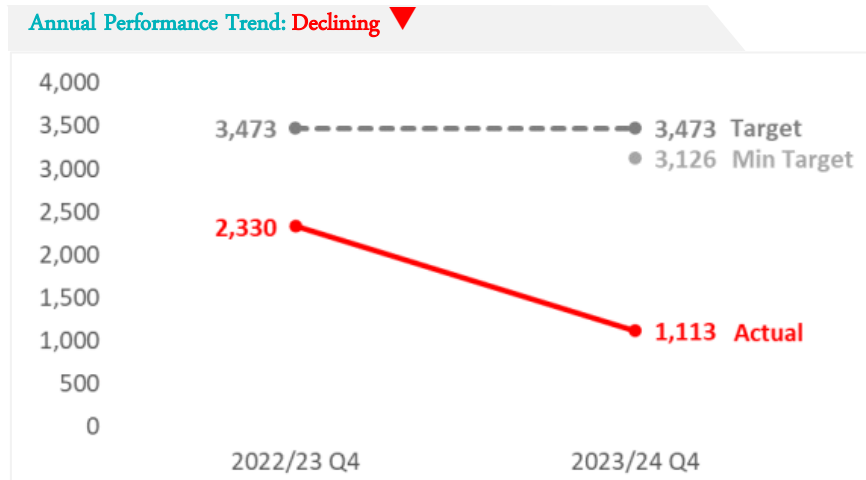
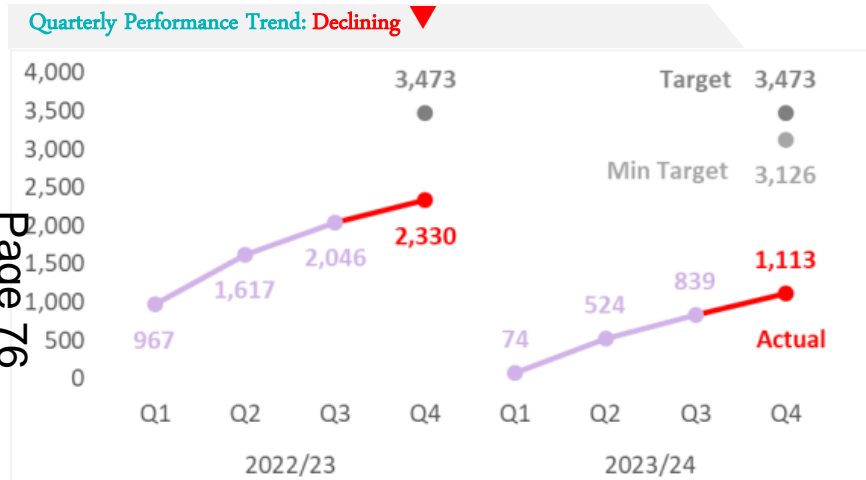
What the data shows

Cumulatively at the end of Q4 we have delivered 1,113 (net additional) homes, this includes 241 net additional homes (all tenures) delivered in Q4. Whilst this is currently 2,360 off the GLAs housing target, housing delivery does fluctuate which may result in the target being exceeded in the future.

Why is this below target

- Nationally, housing starts fell by 24% in Q1 2024, compared to the same time last year, continually leading to a shortfall in supply (English Housing Supply Update, Savills, May 2024).
- In London, all boroughs are experiencing a steep decline in starts. With 67 schemes across London previously listed as 'under construction, now halted, 4 of these schemes are in LBTH and account for 1,684 units. This is the highest number of units from these schemes across London (Construction in London Quarterly Report, Molior, April 2024)
- Nationally, housing completions fell by 12% in Q1 2024 (notably private completions are down by 22%), compared to the same time last year (English Housing Supply Update, Savills, May 2024). The continued decline in housing starts is a factor in this figure.
- BCIS forecasts construction costs to rise by 15% over the next 5 years, with construction output contracting by 3.2% in 2024, before returning to growth (Building Forecast, BCIS, March 2024).

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KPI 007

Net additions to the housing stock (2/3)



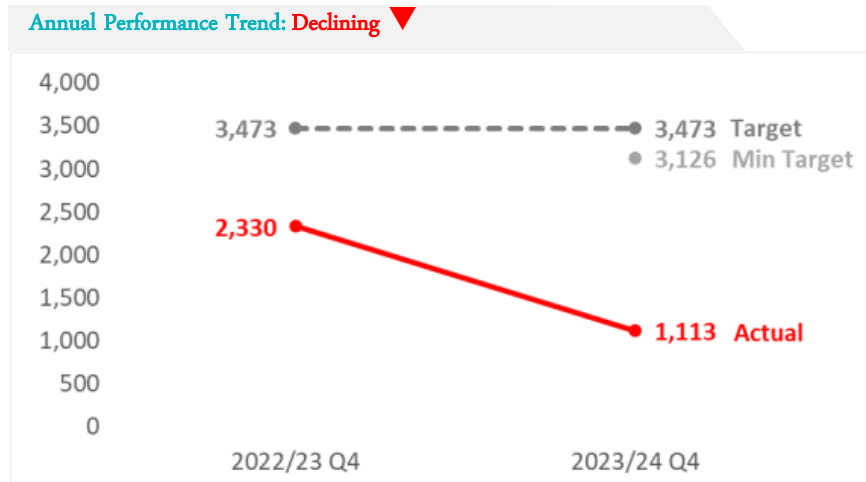
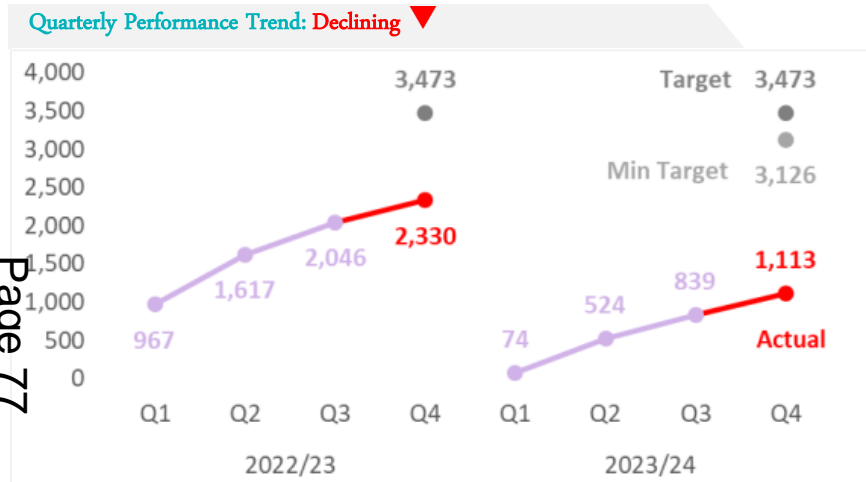
Paul Patterson Interim Corporate Director for Housing & Regeneration
Sripriya Sudhakar Director of Planning & Building Control

Q4 RAG
Red

Q4 Actual
1,113

Below target by
2,360 (32%)

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- The Construction Industry Training Board (CITB) notes that labour supply is impacting construction industry, with more people leaving the industry than joining. Factors such as Brexit, younger people training/upskilling and flexible work arrangements all factors impacting labour within the construction industry (Skills and Mobility in Construction Sector Report, CITB, 2022).

Mitigation action taken by the service

- Developing a 'fast track' dedicated planning service for council and major private housing schemes committed to delivery, to bring more efficiency into the planning process and thus expedite delivery.
- Proactive engagement with developers to identify ways to unlock delivery on stalled sites
- Proactive engagement with developers and landowners with planning permissions to track progress on delivery and build a better picture of challenges to delivery and help respond through appropriate action.
- Securing Development Agreements with partners for sites it cannot build out itself to increase housing delivery.
- Holding a Developers Forum in Spring 2024 with focus on Housing Delivery and continue to engage with developers to find out issues, concerns, opportunities to accelerate delivery and where the local authority can assist.

KPI 007

Net additions to the housing stock (3/3)



Paul Patterson Interim Corporate Director for Housing & Regeneration
Sripriya Sudhakar Director of Planning & Building Control

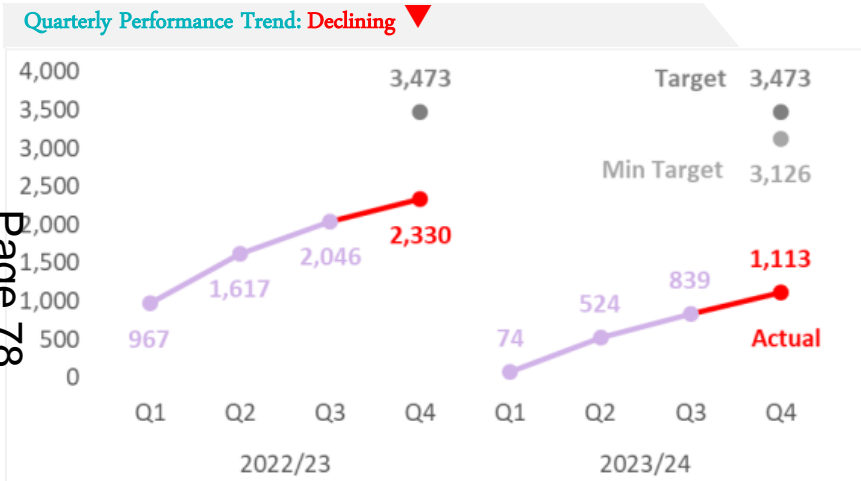
Q4 RAG
Red

Q4 Actual
1,113

Below target by
2,360 (32%)

- As delivery is an issue that is affecting not just Tower Hamlets delivery, in March 2024 the London Mayor proposed a new £100m Housing Kickstart fund to convert market-rate homes on development sites that have stalled due to economic conditions into affordable. The service will ensure collaborative work with other parts of the council and partners to take advantage of this opportunity.
- Improvements to the services internal data collection, intelligence and analysis of housing numbers including consents, starts and completions. This includes the GLA's annual starts and completions process and dialogue with the development sector.

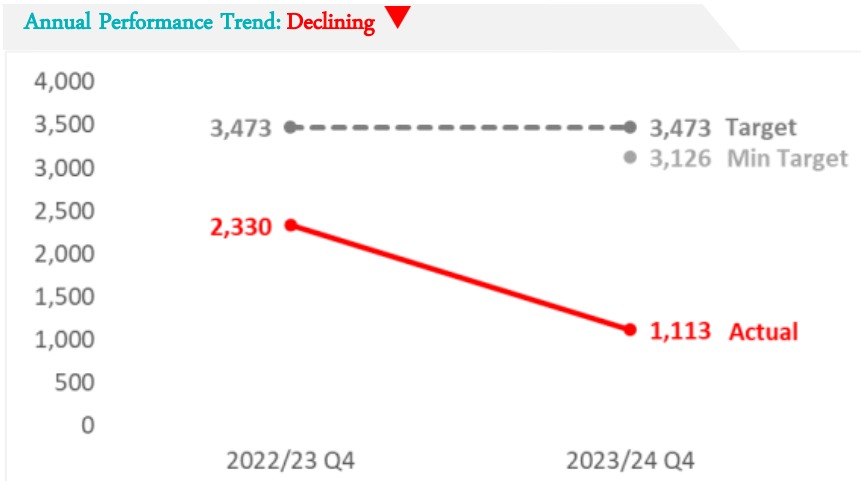
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When this will be on track

Any improvements to market conditions around build costs, borrowing and other development finance and planning stability will improve developer confidence and ability to deliver new homes at volume.

Forecasts suggest that new build sales volumes will remain at a similar level to 2023, thereafter a combination of pricing corrections and lower interest will lead to a 26% increase in new build sales in 2025 and 18% increase in 2026, more akin to the long-term average (London Residential New Build Market, CBRE, May 2024). This will increase developer confidence.



KPI 008

Number of affordable homes consented (1/2)



Paul Patterson Interim Corporate Director for Housing & Regeneration
Sripriya Sudhakar Director of Planning & Building Control

Q4 RAG
Red

Q4 Actual
646

Below target by
354 (35%)

What the data shows

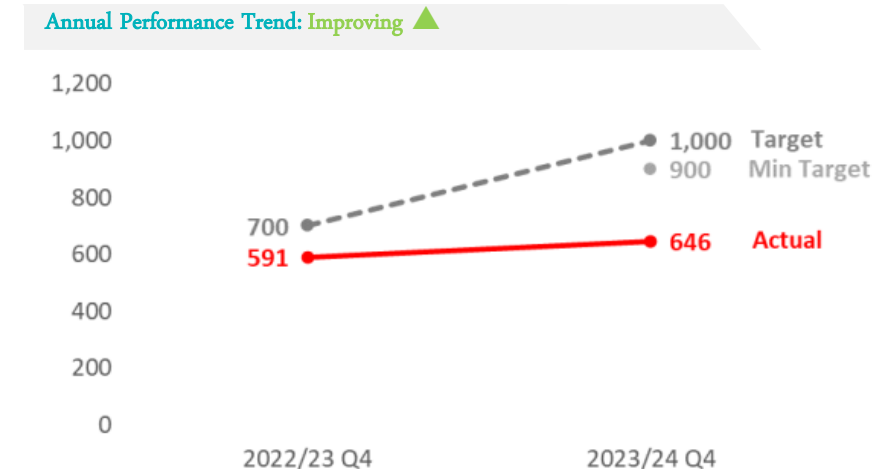
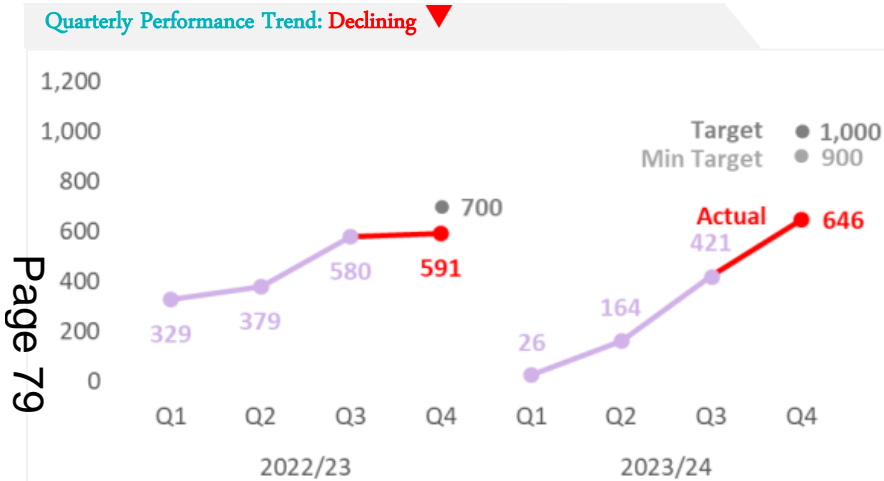
Cumulatively at the end of Q4, 646 affordable homes were consented, this included 225 affordable homes in Q4. This is reflective of what the market has presented for consent and includes current viability considerations.

Why is this below target

The number of affordable homes consented depends on developers bringing forward development proposals through planning applications. A continued challenging economic climate for construction and development industry and changing regulations impacts developer confidence and thus impacts on the volume of schemes coming forward as planning applications.

Mitigation action taken by the service

- Holding developer engagement sessions to improve market intelligence around housing ambitions for sites in the borough and specifically then a developers appetite for delivery. More frequent discussions with the sector will help planning understand obstacles to both bringing forward proposals for assessment and to unit delivery on schemes with planning permission. This should help us, better track development activity. This alongside a fast-track service will provide better intelligence and processes around delivery.
- Developing a 'fast track' dedicated planning service for council and major private housing schemes, to bring more efficiency into the planning process, accelerate the processing and assessment of applications and thereby reduce timescales.



KPI 008

Number of affordable homes consented (2/2)



Paul Patterson Interim Corporate Director for Housing & Regeneration
Sripriya Sudhakar Director of Planning & Building Control

Q4 RAG

Red

Q4 Actual

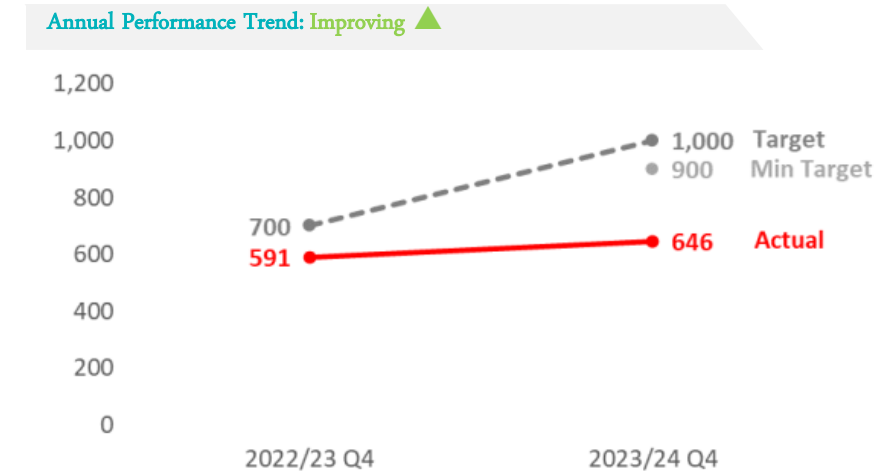
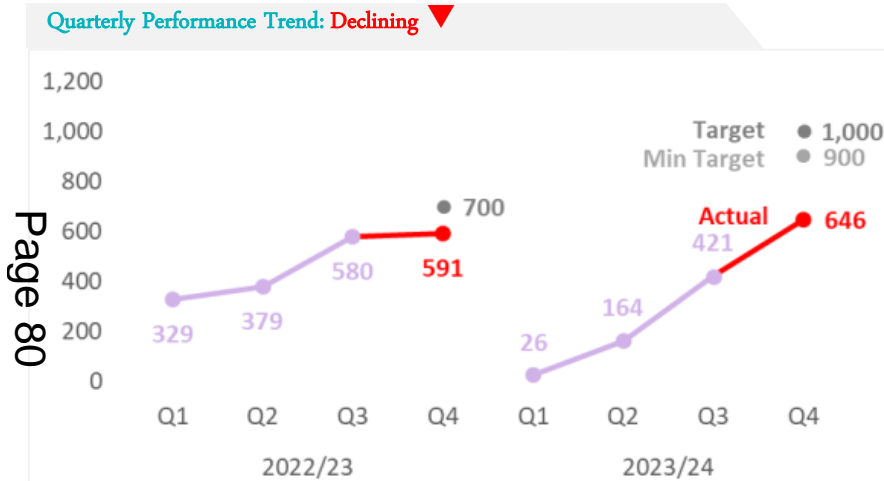
646

Below target by

354 (35%)

When this will be on track

Success in meeting this target is difficult to predict as the decision to engage with the planning process and submit proposals for consent is primarily led by the private sector. However, through mitigatory action taken by the service, it is hoped that improved data, sector intelligence and forecasting will enable the Council to provide a more accurate picture of how we are able to meet the target.



KPI 009

Number of affordable homes delivered (1/3)



Paul Patterson Interim Corporate Director for Housing & Regeneration
Sripriya Sudhakar Director of Planning & Building Control

Q4 RAG
Red

Q4 Actual
459

Below target by
541 (54%)

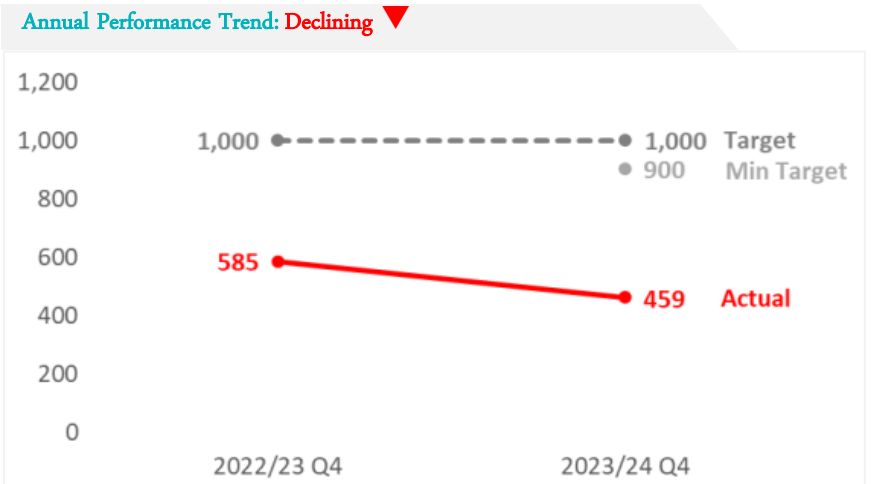
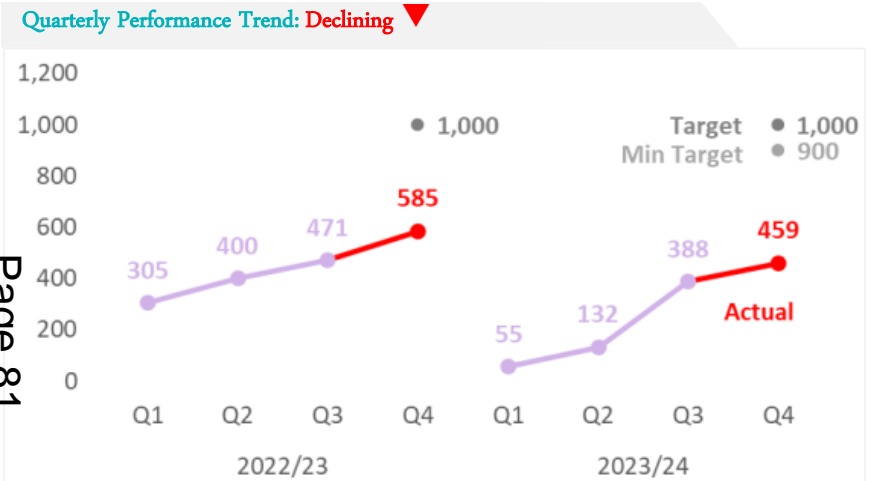
What the data shows

Cumulatively at the end of Q4 for 23-24 we have delivered a total of 459 affordable homes. This includes 57 delivered in Q4. Whilst overall this is 541 off the target, housing delivery does fluctuate and the conditions for securing and delivering affordable housing are particularly difficult at this time. It is hoped as conditions improve it could result in the target being exceeded in the future.

Why is this below target

- Nationally, housing starts (across all tenures) fell by 24% in Q1 2024, compared to the same time last year, continually leading to a shortfall in supply (English Housing Supply Update, Savills, May 2024).
- In London, all boroughs are experiencing a steep decline in starts. With 67 schemes across London previously listed as 'under construction, now halted, 4 of these schemes are in LBTH and account for 1,684 units. This is the highest number of units from these schemes across London. (Construction in London Quarterly Report, Molior, April 2024)
- Nationally, housing completions fell by 12% in Q1 2024 (notably private completions are down by 22%), compared to the same time last year (English Housing Supply Update, Savills, May 2024). The continued decline in housing starts is a factor in this figure.
- BCIS forecasts construction costs to rise by 15% over the next 5 years, with construction output contracting by 3.2% in 2024, before returning to growth (Building Forecast, BCIS, March 2024).
- The Construction Industry Training Board (CITB) notes that labour supply is impacting construction industry, with more people leaving the industry than joining. Factors such as Brexit, younger people training/upskilling and flexible work arrangements all factors impacting labour within the construction industry (Skills and Mobility in Construction Sector Report, CITB, 2022).

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KPI 009

Number of affordable homes delivered (2/3)



Paul Patterson Interim Corporate Director for Housing & Regeneration
Sripriya Sudhakar Director of Planning & Building Control

Q4 RAG
Red

Q4 Actual
459

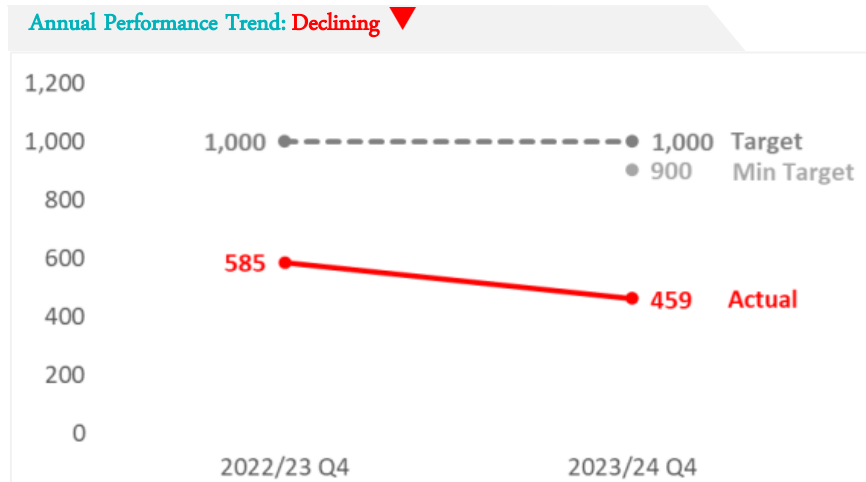
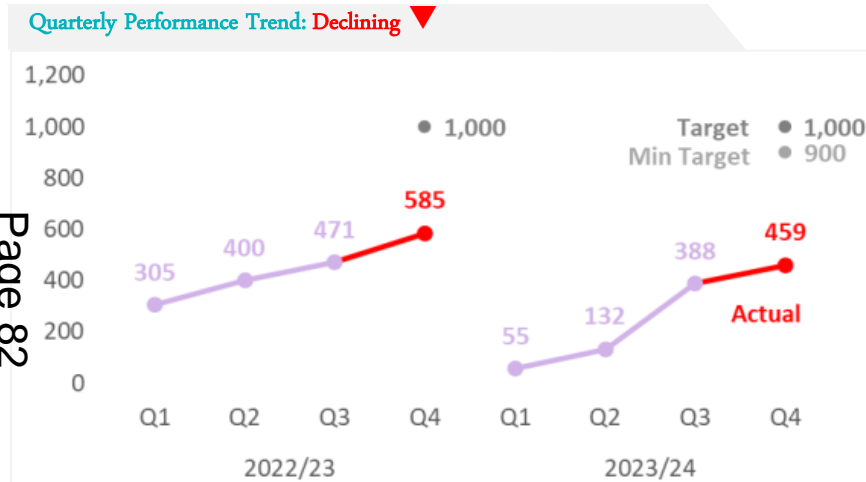
Below target by
541 (54%)

- Registered providers are reducing their forecast development plans and investment in new stock, as a result of economic uncertainty. Costs of investment in new stock is also a factor in affordable low levels of delivery.
- Affordable completions as part of the Governments Affordable Housing Programme, is expected to miss its target of 180,000 new homes, as well as its (2022) revised downgraded target of 157,000 new homes. Cost inflation, labour and material supply issues all cited as key issues (English Housing Supply Update, Savills, May 2024).

Mitigation action taken by the service

- Developed an acquisitions programme to secure current market homes as affordable. Cabinet to agree the programme for up to 600 new council homes.
- Securing development agreements with partners for sites it cannot build out itself to increase delivery.
- Emerging Local Plan (housing) policies seek to increase the affordable housing policy requirement from 35% to 40% (subject to consultation and evidence for new development).
- Proactive engagement with developers to identify ways to unlock delivery on stalled sites.
- Proactive engagement with registered providers to understand their regeneration ambition and pipeline and how the council can assist.
- Proactive engagement with developers and landowners with planning permissions to track progress on delivery and build a better picture of challenges to delivery and help respond through appropriate action.
- Holding developer engagement sessions to improve market intelligence around housing delivery, including accurate notification of tenure change proposals.

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KPI 009

Number of affordable homes delivered (3/3)



Paul Patterson Interim Corporate Director for Housing & Regeneration
Sripriya Sudhakar Director of Planning & Building Control

Q4 RAG
Red

Q4 Actual
459

Below target by
541 (54%)

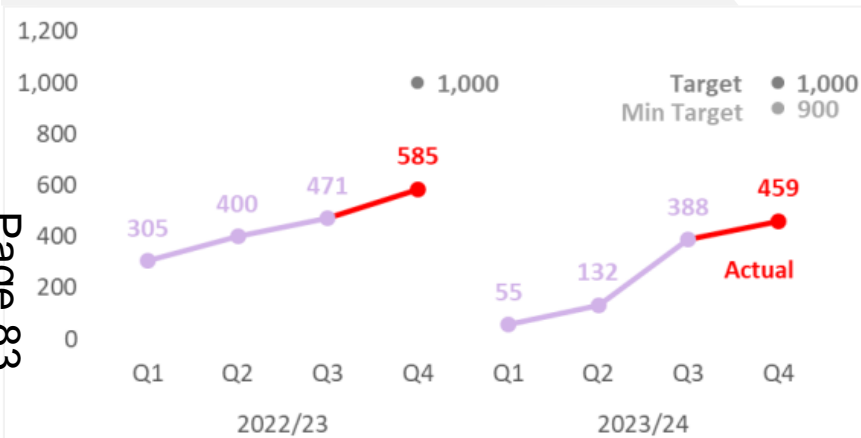
- As delivery is an issue that is affecting not just Tower Hamlets delivery, in March 2024 the London Mayor proposed a new £100m Housing Kickstart fund to convert market-rate homes on development sites that have stalled due to economic conditions into affordable. The service will ensure collaborative work with other parts of the council and partners to take advantage of this opportunity.

When this will be on track

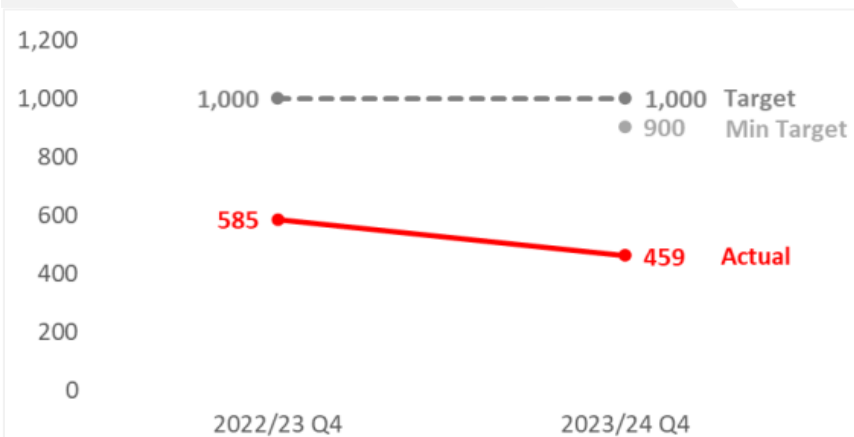
- Any improvements to market conditions around build costs, borrowing and other development finance and planning stability will improve developer confidence and ability to deliver new homes at volume.
- Forecasts suggest that new build sales volumes will remain at a similar level to 2023, thereafter a combination of pricing corrections and lower interest will lead to a 26% increase in new build sales in 2025 and 18% increase in 2026, more akin to the long-term average (London Residential New Build Market, CBRE, May 2024). This will increase developer confidence.

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Quarterly Performance Trend: Declining ▼



Annual Performance Trend: Declining ▼



KPI 010

Lets to overcrowded households



Paul Patterson Interim Corporate Director for Housing & Regeneration
Karen Swift Director of Housing

Q4 RAG
Amber

Q4 Actual
49%

Below target by
5 (9%)

What the data shows

In this quarter, 161 overcrowded households were housed, which is below the upper target level by 4.5%. Numbers of lets to overcrowded households did rise in the quarter however, up from 125 in Q3. The cumulative total of overcrowded lets from April to March is at 617, representing 50.5% of all lets over the year.

Why is this below target

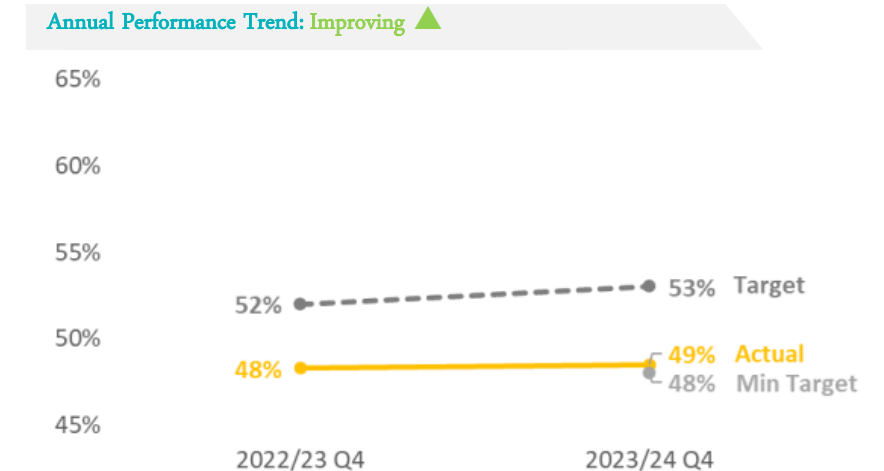
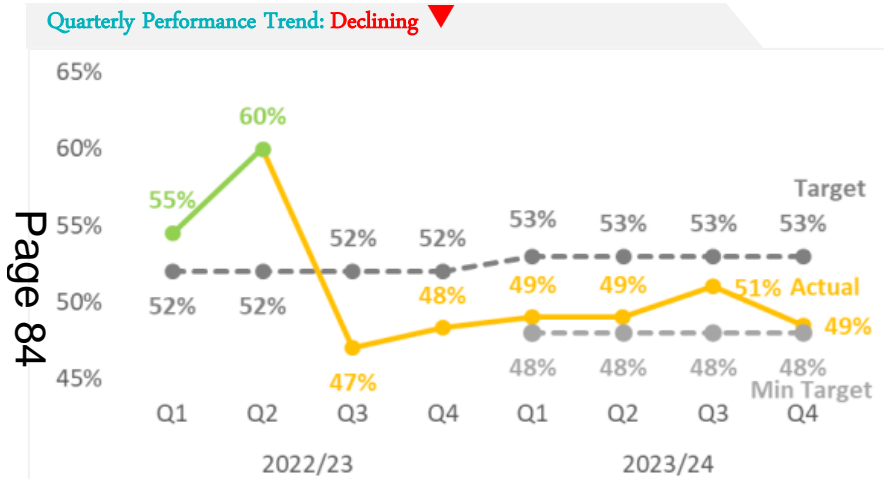
Insofar as the Council operates a choice-based system of allocation, allocation of properties in any given quarter/year is ultimately determined by the bidding approach of applicants; Given the council is limited in its ability to influence bidding patterns, the council can only allocate properties to overcrowded applicants whereby they have directly bid for the property.

Mitigation action taken by the service

An overcrowding officer was hired September to focus on this issue. Initial priority has been households lacking 2 bedrooms; data cleansing of CHR has been undertaken and contact made with over 50 households (including 35 home visits) to advise them on their options. Mutual exchanges with under-occupiers are now being explored, with one dedicated officer dealing with under-occupiers.

When this will be on track

While strong progress is being made and anticipated that performance will remain between the upper (53%) and lower (49%) bandwidth target, the out turn remains heavily dependent on the bidding patterns of overcrowded households and the availability of suitable properties within their chosen areas.



KPI 011

Number of privately rented properties visited



Simon Baxter Corporate Director for Communities
Ashraf Ali Director of Public Realm

Q4 RAG
Green

Q4 Actual
976

Above target by
538 (123%)

What the data shows

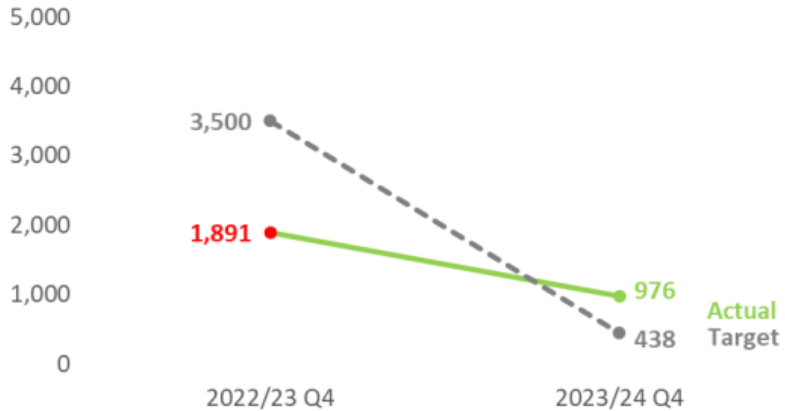
Delivery is on track, with Q4 performance more than 100% above target.

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Quarterly Performance Trend: Improving ▲



Annual Performance Trend: Declining ▼



Priority 3

Accelerate Education



Our ambition:

Every child achieves their best in education.

What have we delivered?

Following the review and analysis of Summer 2023 results, Schools lead on supporting pupils to achieve improved Key Stage 4 outcomes. Furthermore, support is underway, with interventions, mock exams and study support led and delivered by schools.

A series of peer visits have been conducted along key themes identified by schools through the Post-16 Leadership Forum.

The campaign to promote lifelong learning in the borough has been a major success with enrolment increased from 5,067 in 2022/23 to 5,810 in 23/24.

Universal free school meals (UFSM) provision has been extended to all secondary schools and RAG-rated green in September 2023.

Tower Hamlets' achievements were recognized with an award from the 2024 All Party Parliamentary Group

Excellence in School Food Awards.

As part of the development of our ambitious Young Tower Hamlets programme, we have opened 7 additional youth clubs plus detached provision, with year on year increases in the number of young people registered, attending and achieving accredited outcomes in Tower Hamlets' youth services.

We have rolled out and increased the offer at the Idea Store Whitechapel, Idea Store Bow, Idea Store Chrisp Street, Idea Store Watney Market where people can study. Furthermore, we have secured new funding to replace devices. As a result, we have seen customer satisfaction increase with regards to IT being available.

To support Connecting Communities pledge and reduce digital exclusion, 50 additional devices have been pledged to the project and have delivered 30 of these so far through three schools.

Work is on-going with schools to identify and deliver the remaining devices to children and young people. The overall partnership project has recently delivered its 500th device.

Each care leaver who is not in education, employment and training (NEET), is now allocated an EET support worker with focused support for Maths and English provision for young people to support development of opportunities and progression and accredited nationally recognised qualifications.

Two family hubs were launched as part of our programme providing a range of high-quality services for children and families at the right time. The programme will roll out to cover all four localities of the borough by September 2024.

KPI 012

Number of primary school pupils in KS2 receiving council-funded FSM



Steve Reddy Corporate Director for Children's Services
Lisa Fraser Director of Education

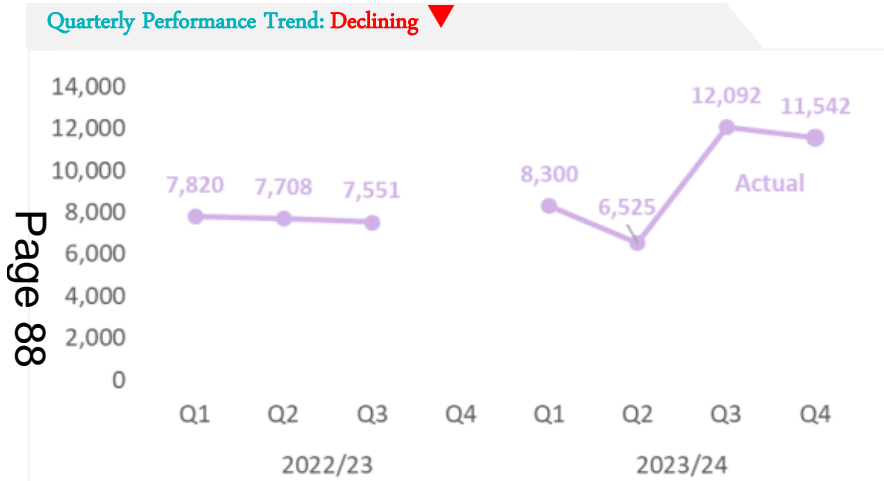
Q4 RAG
Data Only

Q4 Actual
11,542

Decreased by
550

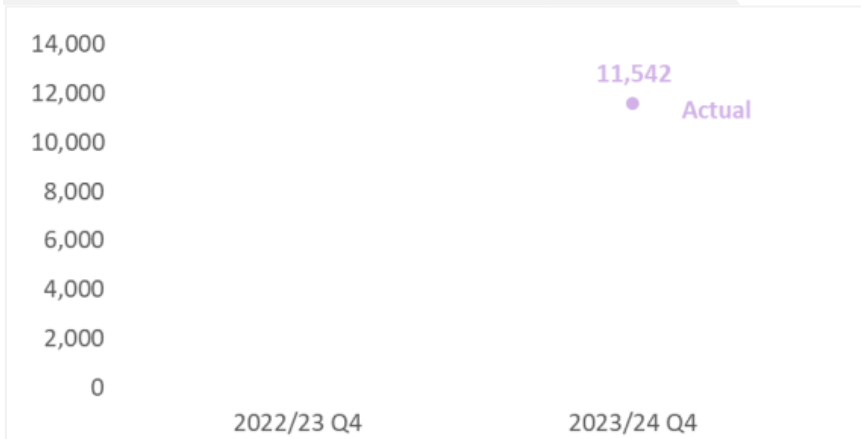
What the data shows

During the quarter, an average of 7,373 pupils in the Juniors (Year 3 to Year 6) were in receipt of a school meal. This is based on the data collected by Finance to calculate the cost of the meals prepared and delivered in the academic year 2023/24. The number of pupils in receipt is based on the number of meals provided over the period from the total trading days in the period.



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Annual Performance Trend: N/A



KPI 013

Percentage of primary school pupils in KS2 receiving council-funded FSM



Steve Reddy Corporate Director for Children's Services
Lisa Fraser Director of Education

Q4 RAG
Green

Q4 Actual
95%

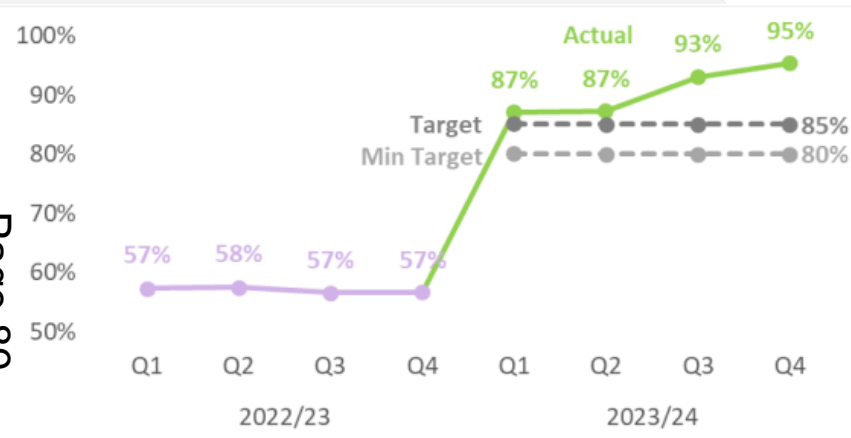
Above target by
10 (12%)

What the data shows

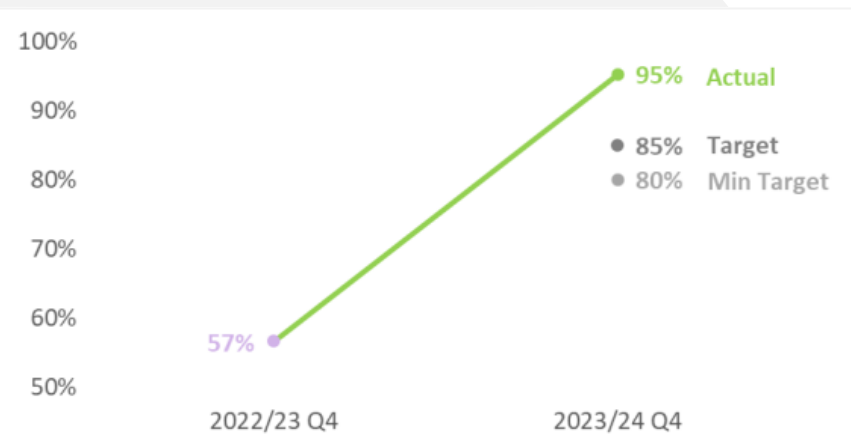
For Q4, 95.3% of KS2 pupils received a school meal. This is based on 11,542 pupils in receipt of a meal from the total number of pupils on roll (12,115). For the overall 2023/24 reporting year, an average of 91.4% KS2 pupils received a free school meal.

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Quarterly Performance Trend: Improving ▲



Annual Performance Trend: Improving ▲



KPI 014

Number of secondary school pupils receiving council-funded FSM



Steve Reddy Corporate Director for Children's Services
Lisa Fraser Director of Education

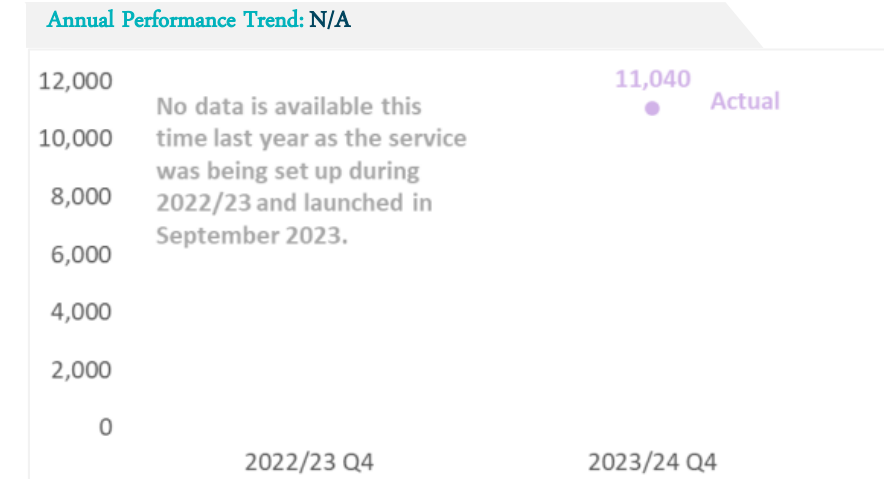
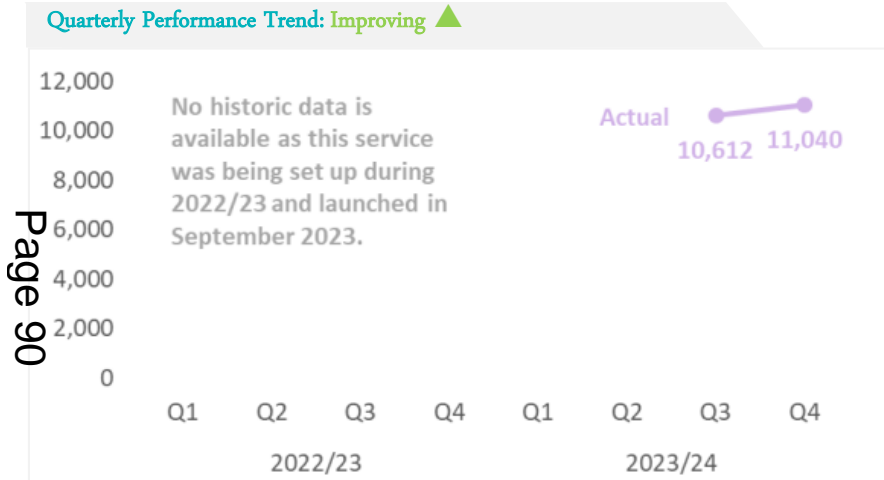
Q4 RAG
Data Only

Q4 Actual
11,040

Increased by
428

What the data shows

During the quarter, an average of 11,040 pupils in Secondary school (Year 7 to Year 11) were in receipt of a school meal. This is from the data collected by Finance to calculate the cost of the meals prepared and delivered in the academic year 2023/24. The number of pupils in receipt is based on the number of meals provided over the period from the total trading days in the period.



KPI 015

Percentage of secondary school pupils receiving council-funded FSM



Steve Reddy Corporate Director for Children's Services
Lisa Fraser Director of Education

Q4 RAG

Data Only

Q4 Actual

73.6%

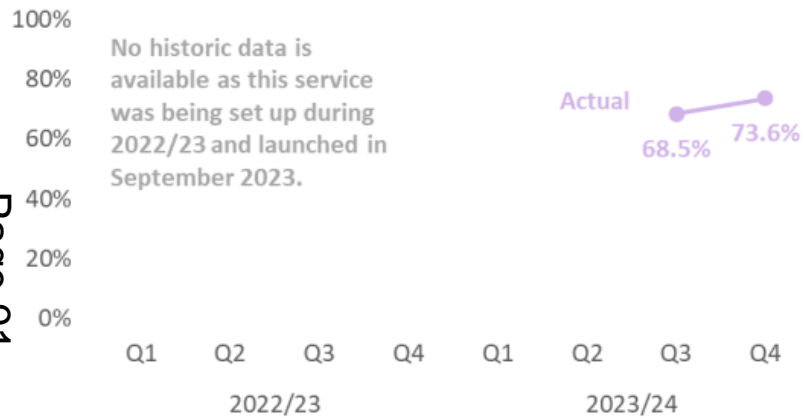
Increased by

5.1

What the data shows

For Q4, 73.6% of secondary pupils received a school meal. This is based on 11,040 pupils in receipt of a meal from the total number of pupils on roll (14,995). For the 2023/24 reporting year (from Sept 2023), an average of 69.1% secondary pupils received a free school meal.

Quarterly Performance Trend: Improving ▲



Annual Performance Trend: N/A



KPI 016

Number of young people who are registered with the Council's youth centres



Steve Reddy Corporate Director for Children's Services
Susannah Beasley-Murray Director of Children's Social Care (Supporting Families)

Q4 RAG
Green

Q4 Actual
6,076

Above target by
276 (5%)

What the data shows

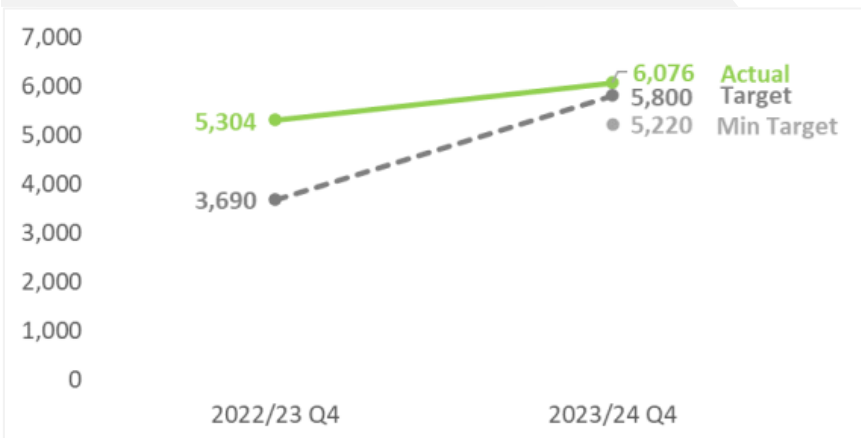
A cumulative total of 6,076 young people registered with the Council's and Council commissioned youth centres during period April 2023 - March 2024. This has exceeded the set target.

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Quarterly Performance Trend: Improving ▲



Annual Performance Trend: Improving ▲



KPI 017

Number of users who regularly attend the Council's youth services



Steve Reddy Corporate Director for Children's Services

Susannah Beasley-Murray Director of Children's Social Care (Supporting Families)

Q4 RAG

Green

Q4 Actual

4,009

Above target by

9 (0.2%)

What the data shows

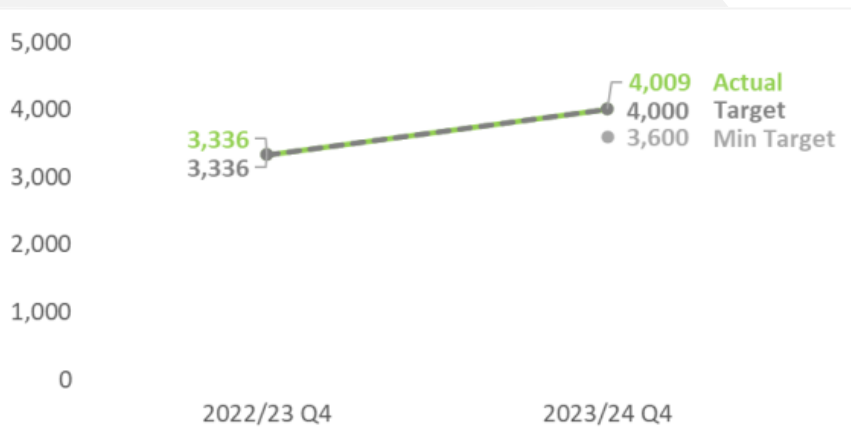
For the period April 2023 - March 2024, a total of 4,009 young people who were registered, regularly attended the youth centres. This total has exceeded the set target for Q4.

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Quarterly Performance Trend: Improving ▲



Annual Performance Trend: Improving ▲



KPI 018

Number of young people engaged with the Council's youth centres who achieve a recorded outcome



Steve Reddy Corporate Director for Children's Services
Susannah Beasley-Murray Director of Children's Social Care (Supporting Families)

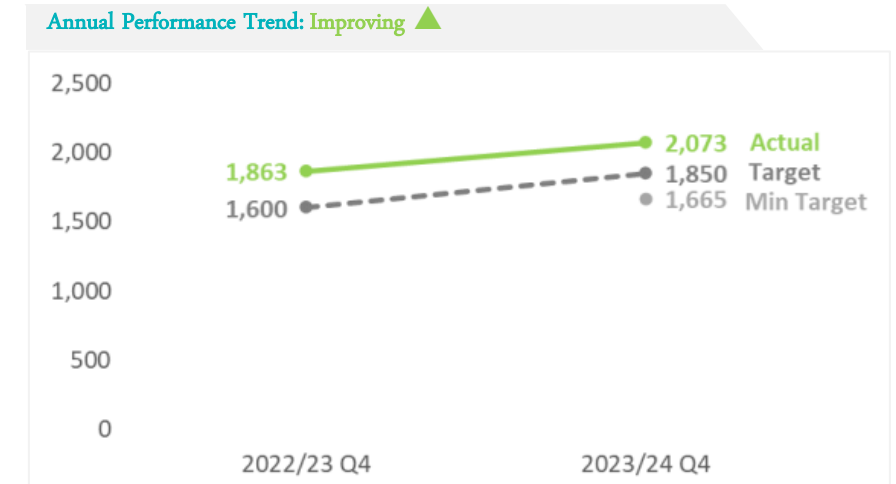
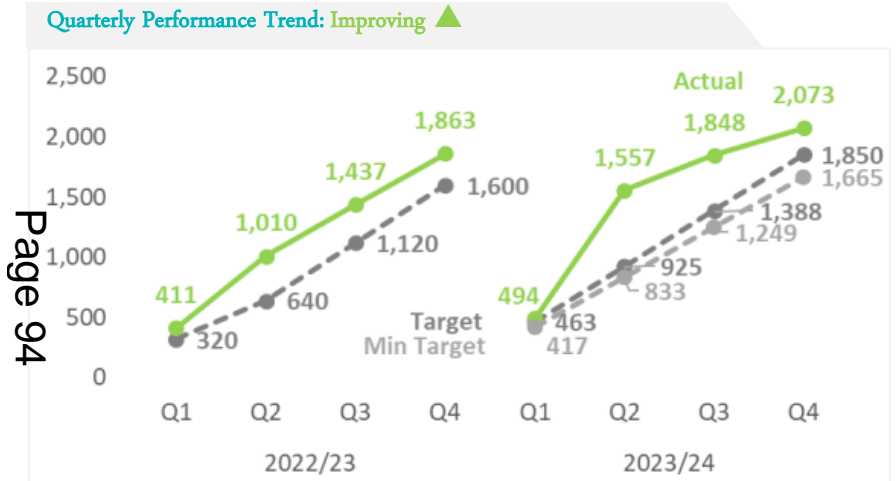
Q4 RAG
Green

Q4 Actual
2,073

Above target by
223 (12%)

What the data shows

For the period April 2023 - March 2024, a cumulative total of 2,073 young people who were registered, engaged with the sessions at the youth centres to achieve a recorded outcome.



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KPI 019

Number of young people engaged with the Council's youth centres who achieve an accredited outcome



Steve Reddy Corporate Director for Children's Services
Susannah Beasley-Murray Director of Children's Social Care (Supporting Families)

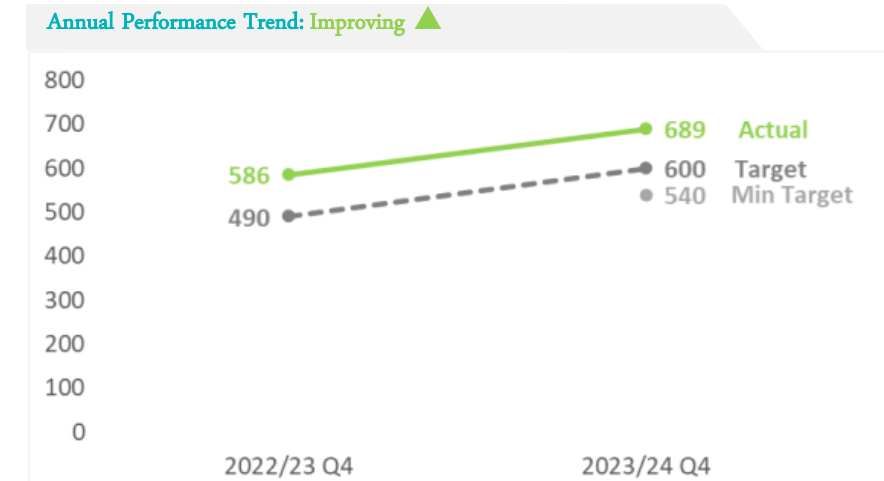
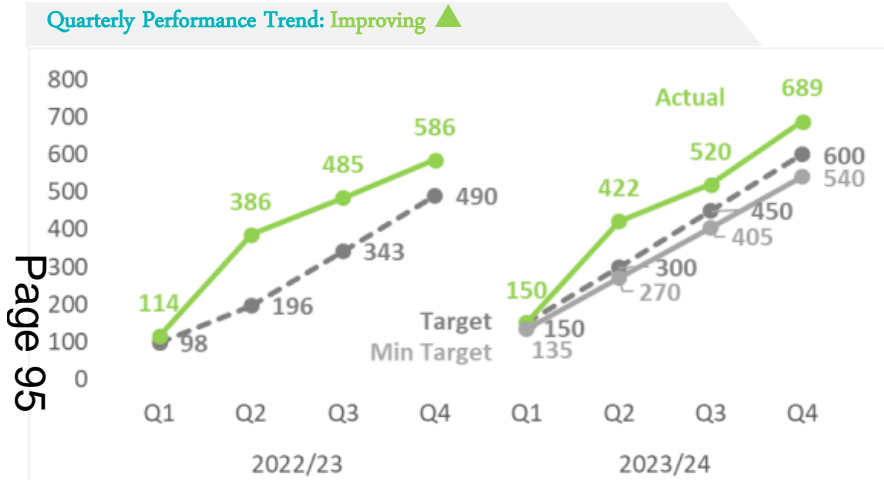
Q4 RAG
Green

Q4 Actual
689

Above target by
89 (15%)

What the data shows

A cumulative total of 689 young people who were registered and actively engaged with the sessions at the youth centres, achieved an accreditation. This has exceeded the set target for the period April 2023 - March 2024.



KPI 020

Number of active education, health and care (EHC) plans



Steve Reddy Corporate Director for Children's Services
Lisa Fraser Director of Education

Q4 RAG

Data Only

Q4 Actual

4,550

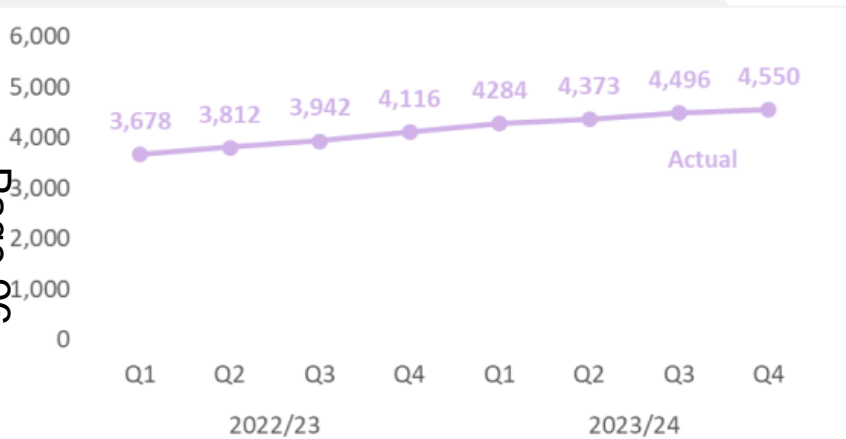
Increased by

54

What the data shows

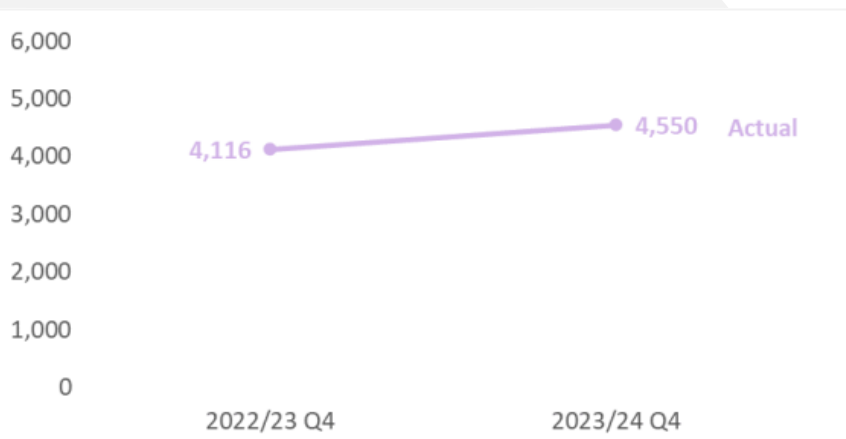
This service is demand led. Since Q3, the number of active education, health and care (EHC) plans has increased further to a total of 4,550.

Quarterly Performance Trend: Increasing ▲



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Annual Performance Trend: Increasing ▲



KPI 021

Percentage of education, health and care assessments completed in 20 weeks



Steve Reddy Corporate Director for Children's Services
Lisa Fraser Director of Education

Q4 RAG
Red

Q4 Actual
55%

Below target by
20 (31%)

What the data shows?

EHCP timeliness has improved in Quarter 4 with 55% of plans finalised within 20 weeks, an increase from the 34% reported for Quarter 3 and the 31% reported in Quarter 4 in 2022/23. The performance outturn for Quarter 4 is 4% below the minimum target of 59%, however higher than the England average of 49% and in line with the London average of 55% reported in 2023 (excluding exceptions). There continues to be an increase in the demand for EHCP requests and EHCPs, in both Tower Hamlets and in England, with the average annual National growth at 10%.

Why is this below expected?

Demand for assessment continues to be high. Q4 is also the period where the review of EHCPs for Y6 children have to be completed to meet the statutory secondary offer date of 15th February for children with EHCPs.

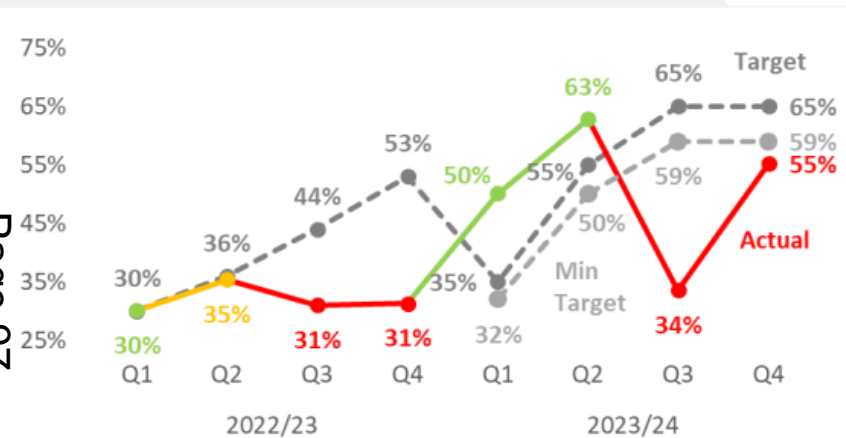
Mitigation action taken by the service

The service continues to undertake twice weekly monitoring of tracking to ensure reminders of advice timescales. Meetings on barriers to providing timely advice have been scheduled. A review of the operation of this part of the service to ensure efficient use of staff time on statutory processes will be undertaken in Q1. The service is working with the Performance Team to review and create a comprehensive and robust reporting framework to support the improvement in EHCPs completed within 20 weeks.

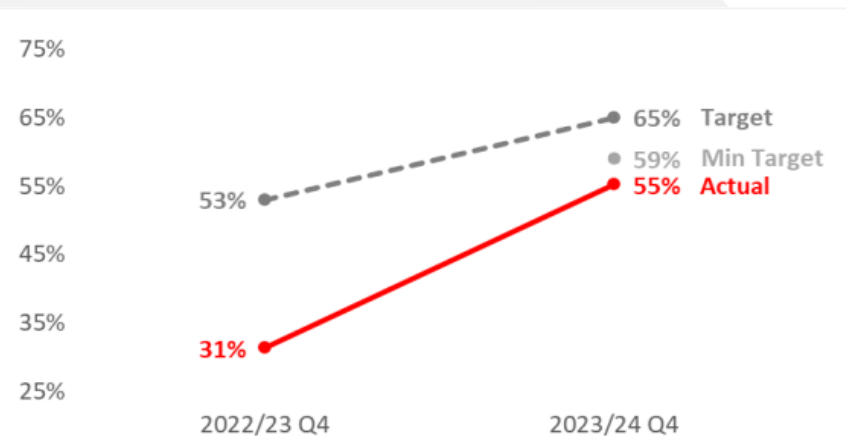
When will this be on track?

We would expect improvement to be maintained and to be on track by Q3 2024/25.

Quarterly Performance Trend: Improving ▲



Annual Performance Trend: Improving ▲



KPI 022

Percentage of Idea Store learners who pass a Skills for Life course



Julie Lorraine Corporate Director for Resources
Leah Sykes Director of Customer Services

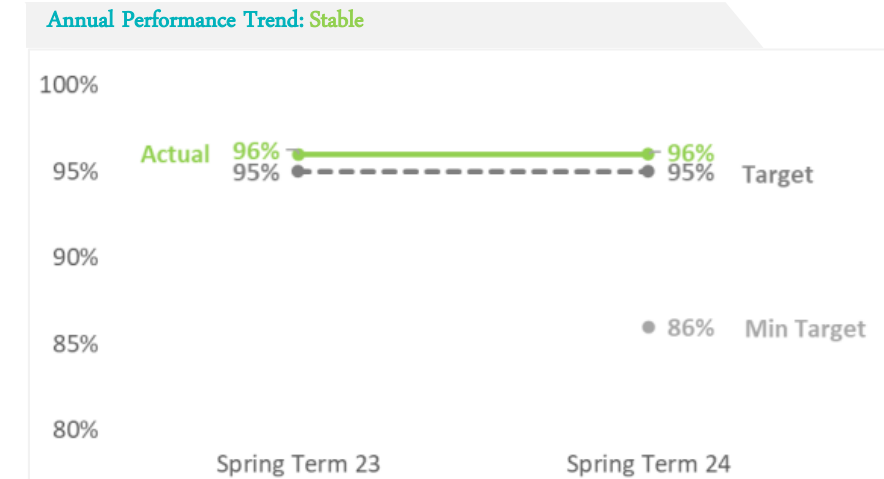
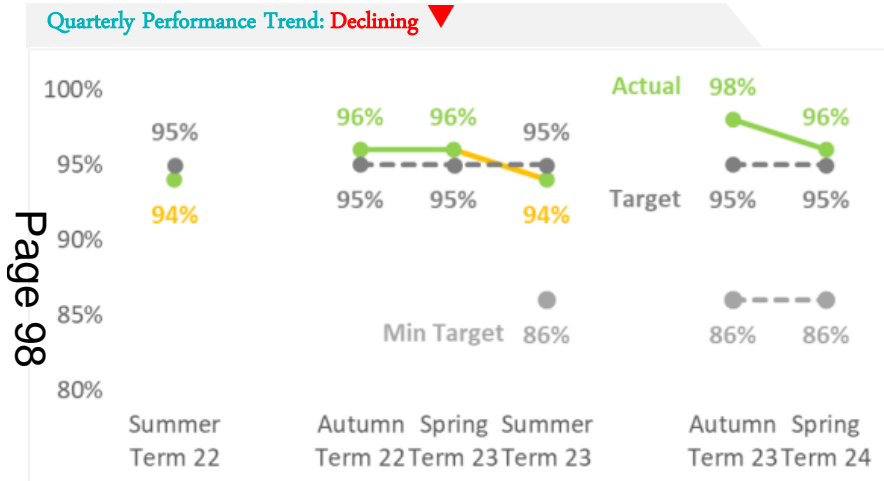
Q4 RAG
Green

Q4 Actual
96%

Above target by
1

What the data shows

The service continues to perform above target. Enrolments for 23/24 academic year have increased to the highest level since before the pandemic. Learner satisfaction is at 99%, which is testament to the fantastic work the team do.



KPI 023

Number of children supported by the Early Help Children and Family Service



Steve Reddy Corporate Director for Children’s Services

Susannah Beasley-Murray Director of Children’s Social Care (Supporting Families)

Q4 RAG
Green

Q4 Actual
20,769

Above target by
1,769 (9%)

What the data shows

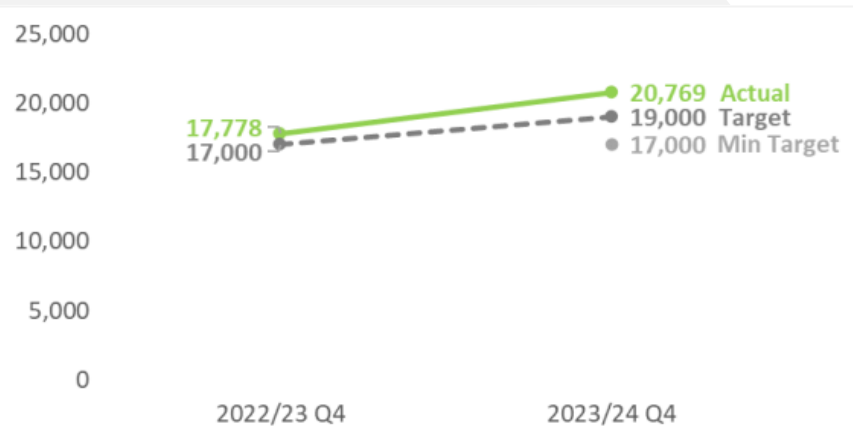
For the period April 2023 – March 2024, a cumulative total of 20,769 children were reached by the Early Help Children and Family Service. This has been primarily due to the launch of the two family hubs in the year.

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Quarterly Performance Trend: Improving ▲



Annual Performance Trend: Improving ▲



KPI 024

Percentage of contacts into MASH reviewed and progressed within timescales



Steve Reddy Corporate Director for Children's Services
Susannah Beasley-Murray Director of Children's Social Care (Supporting Families)

Q4 RAG
Green

Q4 Actual
96%

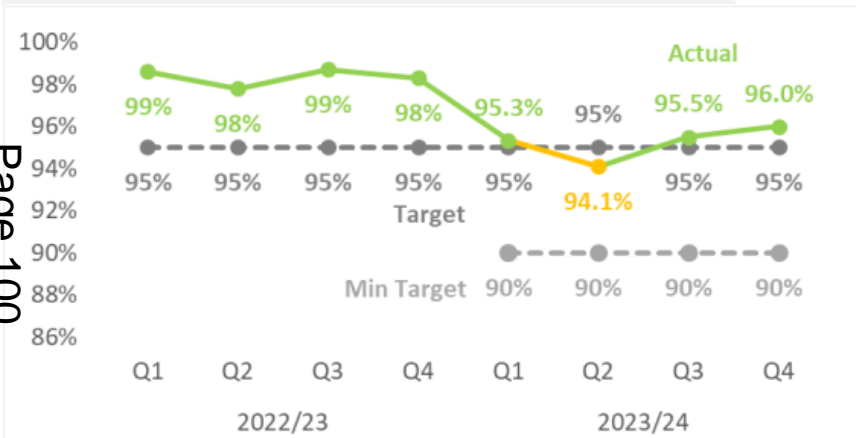
Above target by
1 (1%)

What the data shows

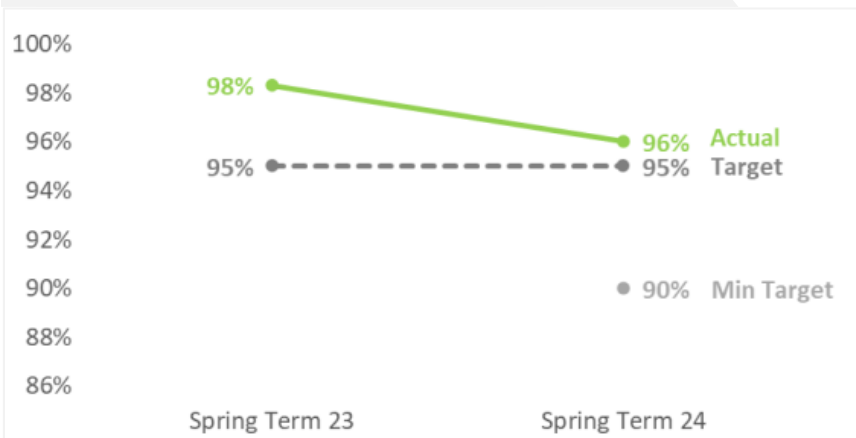
A total of 15,322 contacts were made to the Multi-agency Support Team (MAST), of which 14,714 were reviewed and progressed within 24 hours, for the reporting period April 2023 - March 2024.

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Quarterly Performance Trend: Improving ▲



Annual Performance Trend: Declining ▼



KPI 025

Rate of first-time entrants to the Youth Justice system



Steve Reddy Corporate Director for Children's Services
Susannah Beasley-Murray Director of Children's Social Care (Supporting Families)

Q4 RAG
Green

Q4 Actual
154

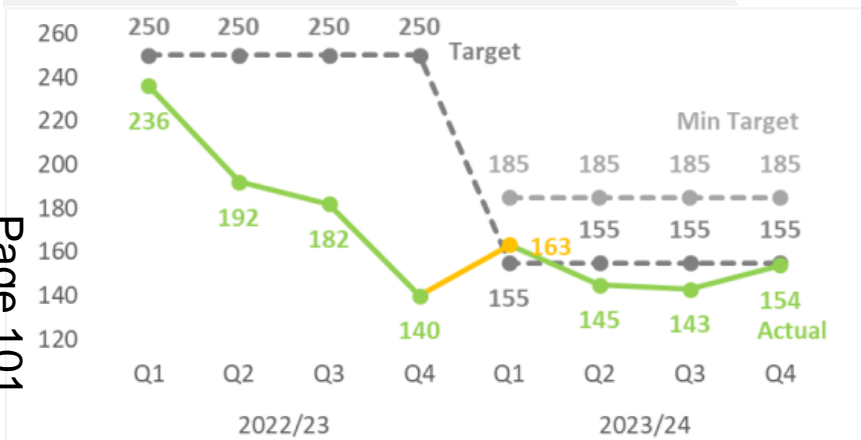
Below target by
1 (1%)

What the data shows

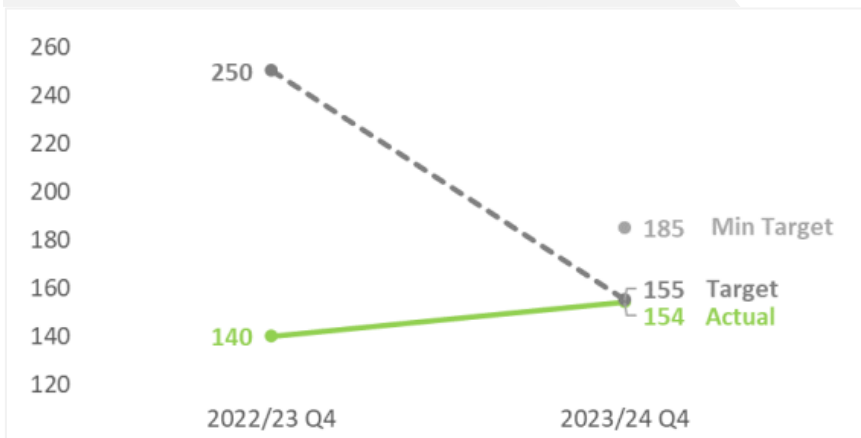
The data demonstrates our continued success in reducing the number of children who enter the formal Criminal Justice System via our diversion offer. We continue to work with our police partners and hope to introduce Outcome 22 to further improve performance on this measure.

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Quarterly Performance Trend: Declining ▲



Annual Performance Trend: Improving ▼



KPI 026

Percentage of young people that re-offend



Steve Reddy Corporate Director for Children's Services
Susannah Beasley-Murray Director of Children's Social Care (Supporting Families)

Q4 RAG
Red

Q4 Actual
35.8%

Above target by
5.8 (19%)

What the data shows?

The data shows the latest 12-month cohorts of children by the binary rate (the percentage of children who committed further offences, compared to those who did not), this does not show the scale (reoffences per offending child) or frequency of reoffending (reoffences per re-offending child).

Why is this below target?

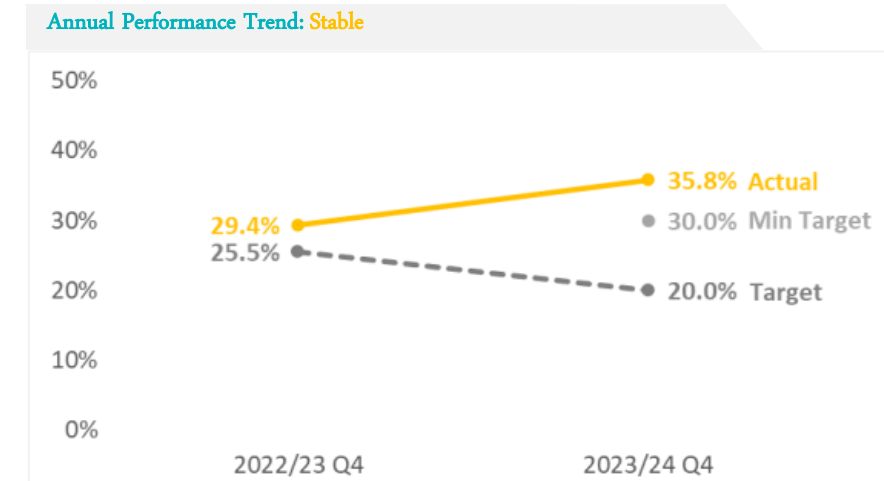
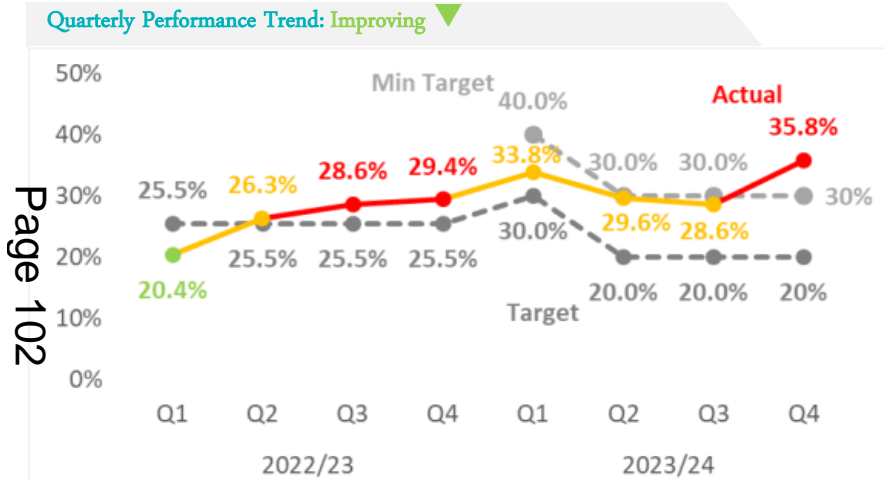
The reoffending data is always reported in arrears to track those who reoffend and their outcomes over a 12-month period. In the previous quarter, there was 153 children that were in the cohort with 39 children committing further offences whilst for Quarter 4, there were 95 children in the cohort, of which 34 committed reoffences, resulting in the binary rate of 35.8%. The reduction in the cohort over the periods is due to the work completed in the service in reducing our FTE rate by over 40%. Although fewer children have re-offended, due to our positive work elsewhere in the service, the cohort of children to follow has reduced by approx. 30% therefore making the result seem more negative than it is. The Q4 performance is slightly higher than the overall Statistical Neighbours average however we are lower than some local authorities within our statistical neighbours such as Westminster and Hackney who report 41% and 39% respectively.

Mitigation action taken by the service

Continued training alongside new interventions is providing the team with more tools to support children. The updated Child First and Trauma Informed training allows us to look and consider children's needs more effectively and supports us in reducing children's re-offending.

When will this be on track?

Q1 2024-25.



KPI 027

Number of children subject to protection plans



Steve Reddy Corporate Director for Children's Services
Susannah Beasley-Murray Director of Children's Social Care (Supporting Families)

Q4 RAG

Data Only

Q4 Actual

307

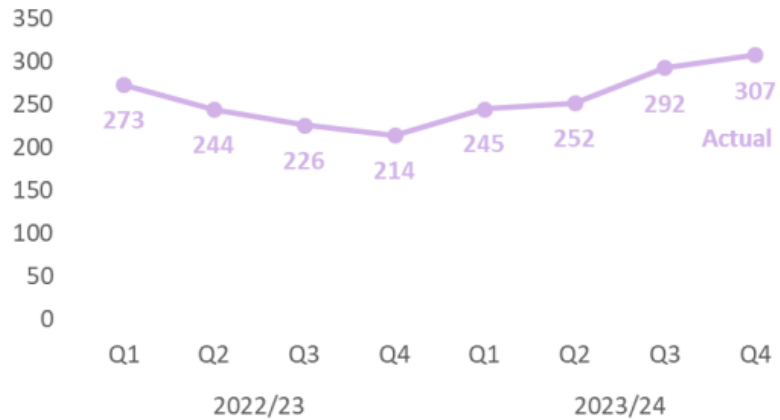
Increased by

15 (5%)

What the data shows

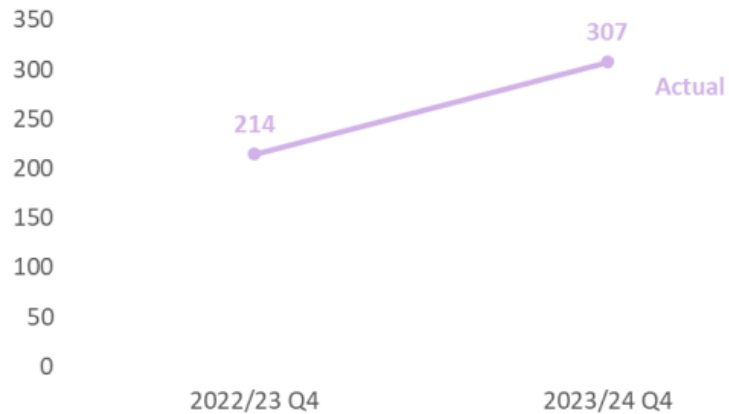
The total children subject to child protection plans has increased further by 15 in Q4.

Quarterly Performance Trend: Increasing ▲



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Annual Performance Trend: Increasing ▲



KPI 028

Percentage of Care Leavers aged 17-25 in education, employment or training (EET)



Steve Reddy Corporate Director for Children’s Services
Susannah Beasley-Murray Director of Children’s Social Care (Supporting Families)

Q4 RAG
Amber

Q4 Actual
73.3%

Below target by
1.7 (2%)

What the data shows?

At the end of Quarter 4, 73.3% (264) of care leavers aged 17 to 25 were accessing education, employment or training. This is 6.5% higher than the 66.8% reported at the end of Quarter 3 and 2.7% higher than the 70.6% reported in Quarter 4 of 2022/23. For care experienced adults aged 17 to 21, 76.8% were recorded as accessing education, employment or training at the end of March 2024, higher than the 59% reported Nationally and 63% reported for London in 2023. The output for this measure is based on the ‘in touch activity status’ of care experienced adults, recorded three months before and 1 month after their last birthday as per the requirement for the annual DfE Children Looked After statutory return.

Why is this below target?

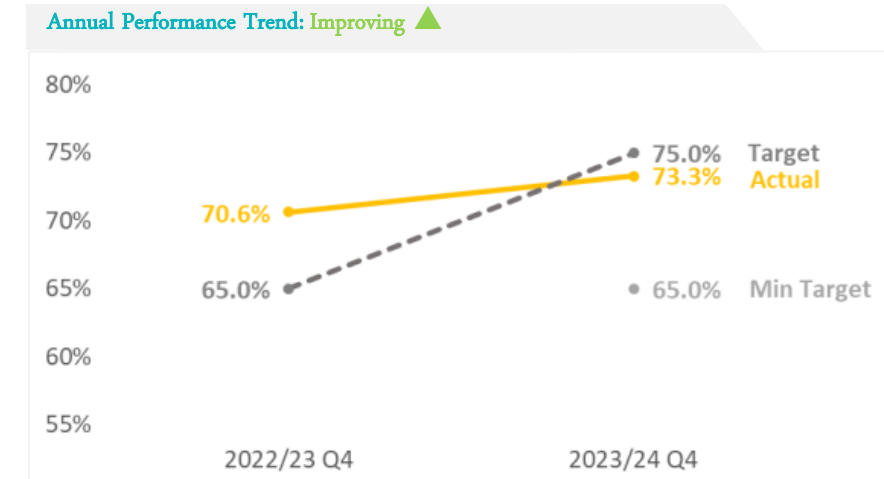
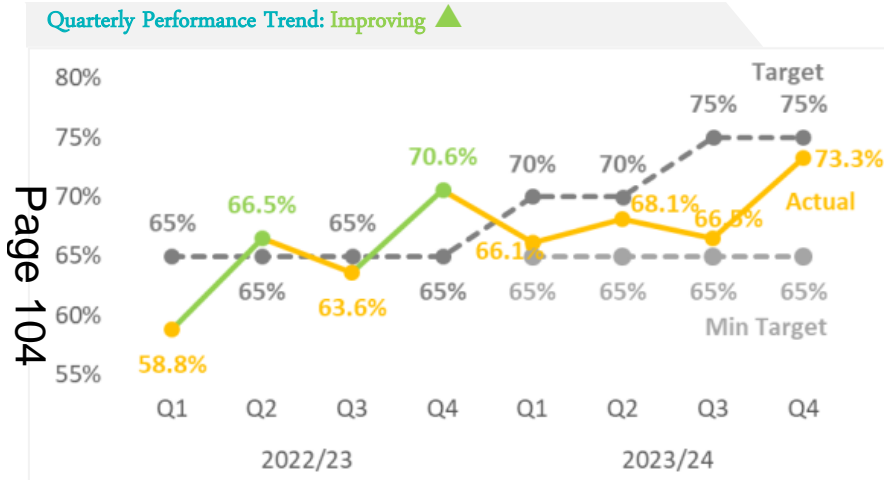
The revised EET offer was fully implemented in September 2023, which included employing additional EET keyworker capacity in the service. This is now fully up and running and we are beginning to see the positive effect. However, we are also impacted by the criteria around this measure that it must be recorded within set timeframes, as is noted above, so that if a care leaver goes from NEET to EET, but it falls outside that timeframe, it is not recorded until the following relevant birthday.

Mitigation action taken by the service

Every NEET care leaver is personally allocated an EET keyworker who works alongside and offers bespoke support to get them into active employment, education, or training for a minimum period of 3 months. We are also manually tracking this to ensure we capture those who move from NEET to EET if they fall outside the recording timeframe. This figure is more reflective of the current activity status for care experienced adults, resulting in a higher outcome than the reported ‘in touch record information’.

When will this be on track?

Q1 2024/25.



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KPI 029

Number of children looked after



Steve Reddy Corporate Director for Children's Services
Susannah Beasley-Murray Director of Children's Social Care (Supporting Families)

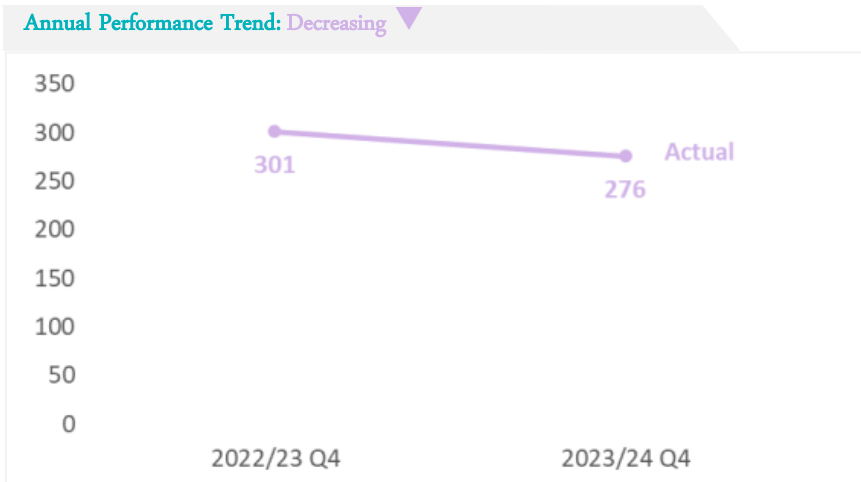
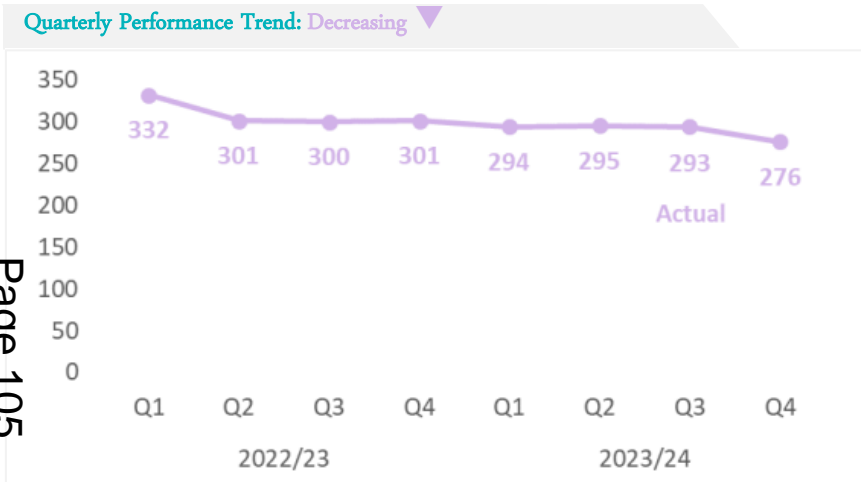
Q4 RAG
Data Only

Q4 Actual
276

Decreased by
17 (6%)

What the data shows
The total children looked after in Q4 has decreased by 17 when compared to the total of 293 reported in Q3.

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Contextual Measures	Tower Hamlets	Comparator
Percentage of schools assessed as good or outstanding (Ofsted)	96% of schools (December 2023)	95% of schools in London (December 2023)
ILACS Outcome (Inspecting Local Authority Children's Services (Ofsted)	Good (2019)	-
Percentage of reception age children with a good level of development (DFE)	65.2% (2022/ 23)	69.1% London (2022/ 23)
Percentage of pupils achieving grades 9-4 or above in English and Mathematics GCSEs (DfE)	69% (2022/ 23)	71% London (2022/ 23)
Percentage of pupils meeting expected standard in reading, writing and maths at Key Stage 2	68% (2022/ 23)	Mean for Inner London - 68% (22/ 23) Mean for England - 60% (22/ 23)

9-10
age

Priority 4

Boost culture, business, jobs
and leisure

Our delivery and performance

Our ambition:

Residents from all backgrounds benefit from thriving sports, the arts, and local business.

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Priority 4

Boost culture, business, jobs and leisure



What have we delivered?

Over 20,000 residents were engaged in free activities in parks and open spaces (including Victoria Park) from April 2023 to March 2024.

Whitehorse Road adventure playground is open three days a week, with an average of 25 to 35 children and young people taking part in each session, increasing to 100 children and young people per day during school holidays. Mile End Stay and Play is open five days a week, with an average of 12 to 20 children each day.

Season of Bangla Drama 2023 had 5,561 people in the audience; 317 artists/participants were involved in the festival from 27 organisations; 16 new writings; 16 theatrical performances taking place over 17 nights; 14 fringe events and 2 exhibitions.

For Black History Month, 11 commissioned events were organised and 31 events/sessions in total with 1,643 participants.

Martyrs Day was commemorated

with approximately 1,500 people attending.

The decision was taken to establish a Tower Hamlets Sports & Physical Activity Strategic Group linked to our Sport England Place Based partnership funding bid. These groups will have a standing item of Girls and Women's engagement.

A programme of publicity and engagement was conducted for International Women's Week. 17 different activities were attended by 1,213 women and girls.

Women's Sunday Basketball League is delivered monthly from September at John Orwell Leisure Centre with a total attendance from April 2023 to end January 2024 of 582 women.

The Mayor's Community Grants Programme funds 18 projects focused on sport and health, of which 7 projects specifically aim to support women and girls to be active.

2,782 apprenticeships and employment opportunities have been delivered this year.

Plans have been established and additional funding secured for free swimming for women and girls over 16 years from quarter 2 in 2024/25, and planning is underway to support women's access and address identified barriers.

The Arts, Parks and Events team worked collaboratively with the Communications team to ensure that new initiatives including upgrades to parks are advertised physically and online. The teams have also collaborated for the Summer of Fun programme to encourage residents to access free activities in parks.

The new 'Be Well' brand was launched with engagement from the sports community to help shape the new Sport and Wellbeing Strategy. Attended by 106 people.

Police patrols, Street Pastors, street washing, public toilets and enhanced medical responders have been provided to support the night-time economy.



KPI 030

Number of arts events delivered

Simon Baxter Corporate Director for Communities
Jahur Ali Director for Culture

Q4 RAG
Green

Q4 Actual
14

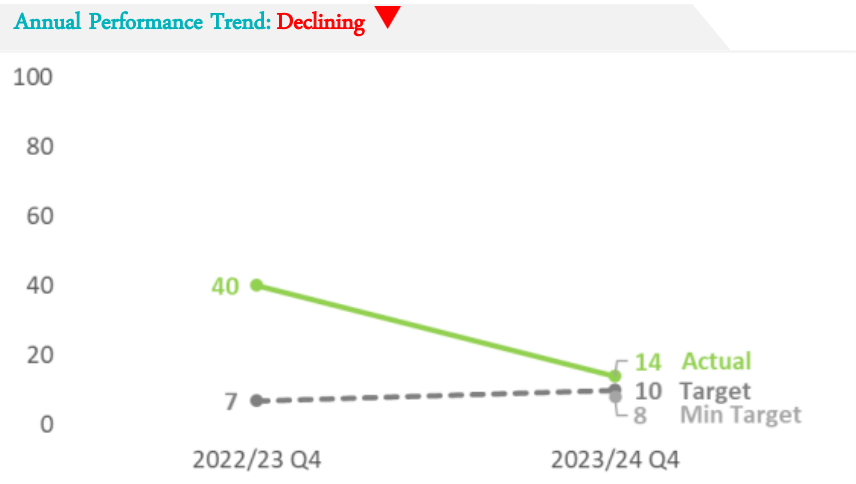
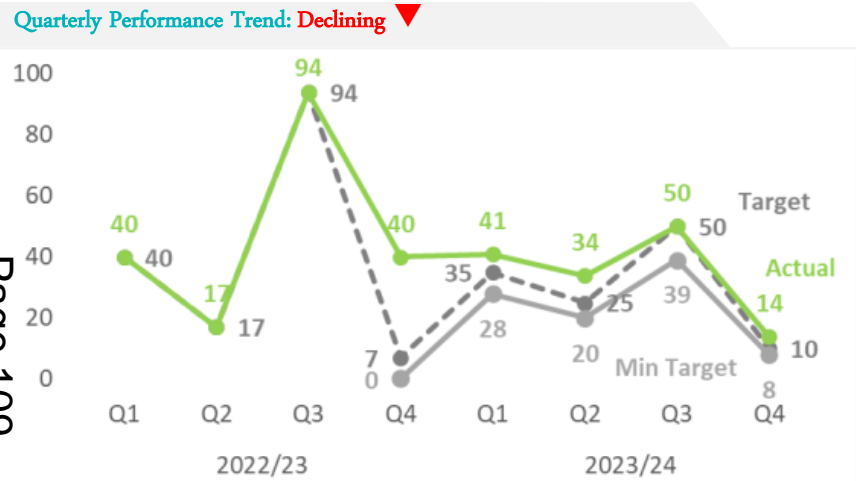
Above target by
4

What the data shows

A total of 152 events were delivered in the 2023-24 reporting year and this has exceeded the set target of 120.

Overall, a lower number of park hire applications were processed than expected, but a higher number of arts events were delivered due to additional funding for Summer Arts East (from the Holiday and Food scheme) and additional funding for Black History Month 2023 (from LBTH Strategy Funding).

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KPI 031

Percentage of leisure centre member base that are female



Simon Baxter Corporate Director for Communities
Jahur Ali Director for Culture

Q4 RAG
Amber

Q4 Actual
48.9%

Below target by
0.3 (0.6%)

What the data shows

There continues to be a steady increase in female memberships across the partnerships.

Why is this below target?

Given the contract position and lack of CSM in the borough, there has been no significant change or enhancement of the women only programme in recent months. It is also assuming that due to members uncertainty with regard to membership status after 1st May this may have an impact.

Mitigation action taken by the service

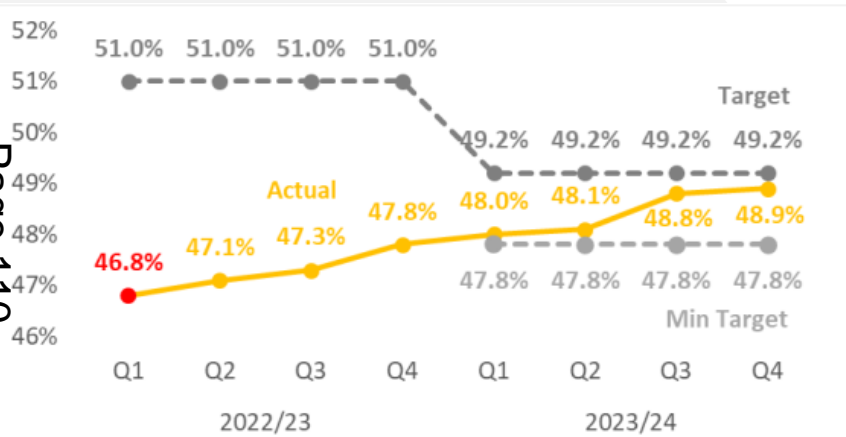
Continue normal operation of programming until end of contractual position.

When this will be on track?

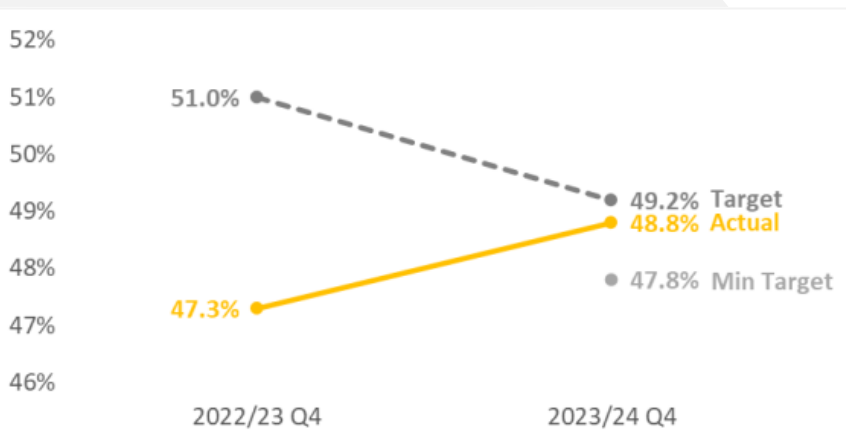
This is to be confirmed following contract changeover on May 1st.

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Quarterly Performance Trend: Improving ▲



Annual Performance Trend: Improving ▲



KPI 032

Number of new jobs, training and apprenticeship opportunities enabled for local people



Paul Patterson Interim Corporate Director for Housing & Regeneration
Ellie Kershaw Director of Integrated Growth & Development

Q4 RAG
Green

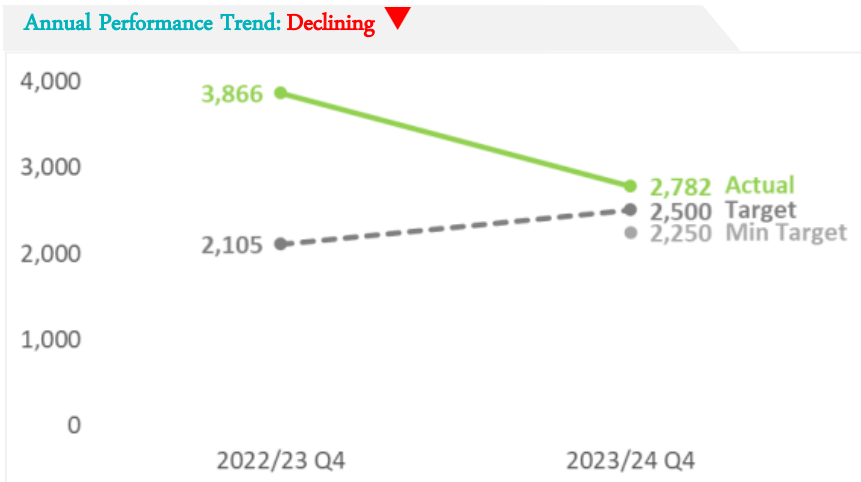
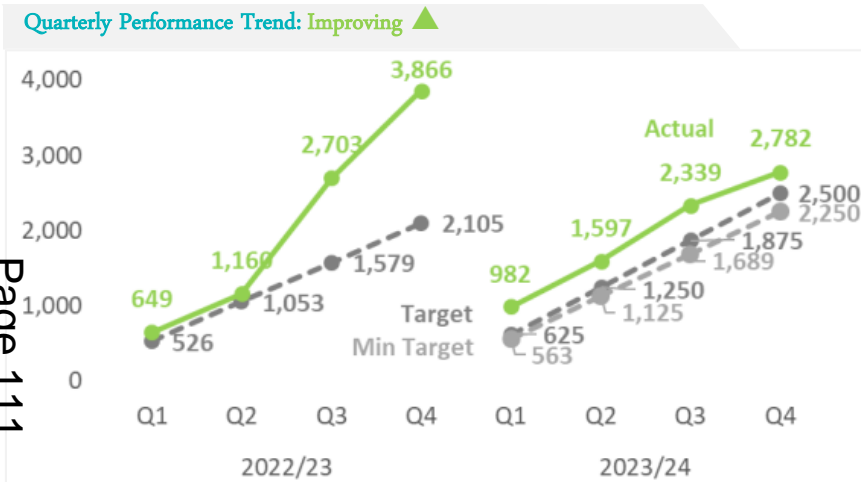
Q4 Actual
2,782

Above target by
282 (11%)

What the data shows

Following the end of Q4 and the annual reporting period for 2023-2024, we have achieved and surpassed our annual target of 2500. In total the work of colleagues in Employment and Skills and the Growth service has enabled 2782 jobs, enabling 282 additional jobs beyond our annual target.

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KPI 033

Enterprises supported through the council's business programmes



Paul Patterson Interim Corporate Director for Housing & Regeneration
Ellie Kershaw Director of Integrated Growth & Development

Q4 RAG
Green

Q4 Actual
1,150

Above target by
500 (77%)

What the data shows

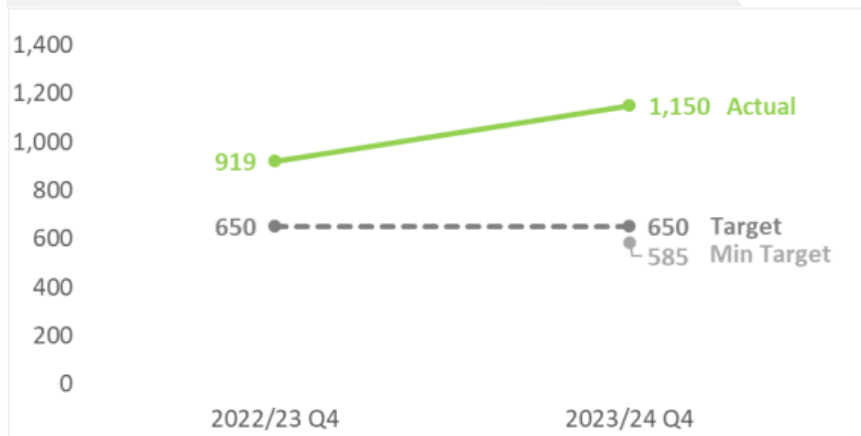
Following the end of Q4 and the annual reporting period for 2023-2024, we have achieved and surpassed our annual target of 650. In total projects within the Growth Service supported 1,150 businesses in 2023/24 (Cumulative total), supporting an additional 500 businesses beyond our annual target. The overachievement of businesses supported follows another strong Q4 performance in which we delivered another business breakfast event (Connecting Corporates with Communities), increased support for businesses affected by the flooding in Hackney Wick/Fish Island and local businesses enabled to win contracts from S106 development opportunities.

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Quarterly Performance Trend: Improving ▲



Annual Performance Trend: Improving ▲



Contextual measures

Priority 4

Boost culture, business, jobs and leisure



Contextual Measures	Tower Hamlets	Comparator
Percentage of all residents satisfied with parks and open spaces (LBTH - Annual Residents Survey, Great Britain - LGA Residents Satisfaction Survey)	Parks and Open Space - 67% Libraries and Idea Stores - 54% Leisure and Sports - 47%	77% Great Britain (2019)
Percentage of all residents satisfied with libraries and IDEA stores (LBTH - Annual Residents Survey, Great Britain - LGA Residents Satisfaction Survey)	Libraries and Idea Stores - 54%	62% Great Britain (2019)
Percentage of all residents satisfied with and leisure and sports facilities (LBTH - Annual Residents Survey, Great Britain - LGA Residents Satisfaction Survey)	Leisure and Sports - 47%	60% Great Britain (2019)
Total Employee jobs (ONS)	299,000 (2022)	-
Annual births of new enterprises (ONS)	2,555 (2022)	-
New Business 1 Year Survival Rate (ONS)	94.3% (2021)	94.1% London (2021)

Priority 5

Invest in public services

Our delivery and performance

Our ambition:

Residents have access to high quality council-run public services, including idea stores and libraries, public health, social care, and waste and recycling services.

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Priority 5

Invest in public services



What have we delivered?

In March 2024, the council's Be Well launched, followed by the transfer of seven leisure centres to council management in May 2024. The new service will support residents to improve their health and wellbeing, alongside increasing participation and access with a focus on women and girls, older adults, and people at risk of, or living with, a long-term condition.

A new Resident Hub in the Town Hall has had over 2,000 resident attendances since launching in February 2023. Preparations for an additional 4 hubs are underway.

Improvements continue across services supporting some of the most vulnerable residents.

A Peer Review of Adult Social Care in January 2024 recognised our committed workforce and strong partnerships. Recommendations have been incorporated into the Adult Social Care Transformation and Improvement Programme.

A special educational needs and

disabilities (SEND) Peer Review was carried out by the LGA in October 2023. Findings have informed a refreshed SEND Improvement Board, and new draft SEND and Inclusion Strategy.

The recommendations of a positive Youth Justice peer review and an external audit of youth justice interventions and outcomes will be reflected in the new justice strategic plan.

The Supporting Families Improvement plan is being revised to reflect significant progress and emerging priorities.

Support for residents who need homecare remain in line with the UNISON Ethical Care Charter. New homecare contracts are expected to be in place and operational between May and September 2024.

The council and health organisations jointly delivered the 'Right Care Campaign' to support residents to access the most appropriate primary care services. Through the Local Enhanced Care service, the integrated commissioning service

has reached out to digitally excluded residents to help ensure that their GP practice contacts them in a way that suits them.

A new Tower Hamlets Pandemic plan is near completion. Workshops, interviews and videos throughout the year have been used to identify the lessons from the Covid pandemic and ensure that the new plan ensures that the needs of all residents, including disabled people and harder to reach groups, are addressed.

During the autumn 2023 Covid and flu booster programme, a tailored culturally appropriate communications and engagement campaign was delivered in partnership with voluntary, community and faith sector organisations with funding from NHS North East London. The programme is currently being evaluated.

KPI 035

Permanent admissions to residential and nursing care 65+ per 100,000



Somen Banerjee Acting Corporate Director for Health and Social Care
Katie O'Driscoll Director of Adult Social Care

Q4 RAG
Red

Q4 Actual
372.0

Above target by
22.0 (6%)

What the data shows

The Q4 data shows that admissions to residential/nursing care do not meet the set targets. The cumulative figure as of Q4 is 68.

Why is this below target?

We are continuing to ensure that we meet people's needs appropriately with the right care, delivered in the best way. This includes supporting people to remain in their own homes as much as possible. The impact of an increase in the level of people's needs means we are not on track to meet the target as previously predicted. We continue to compare favourably to regional (average rate 433.1) and national comparators (560.8).

Mitigation action taken by the service

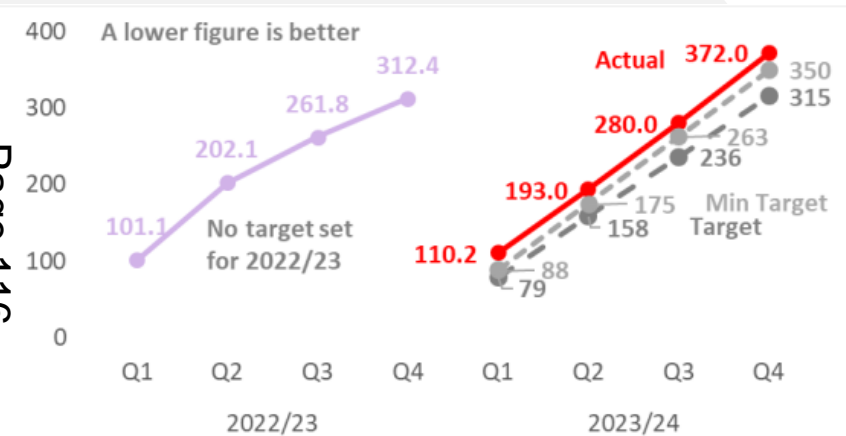
In terms of mitigatory actions, the service has been working to ensure mechanisms are in place to ensure the most appropriate care is arranged to meet people's needs. This includes considering extra care where people continue to reside in their own homes but have care and support onsite, offering continuity of care. We are also working in partnership with Barts Trust to review the discharge pathway to ensure that people with care and support needs are supported in the best way, achieving better outcomes and experience. We will continue to have oversight of residential/nursing placements via our weekly care and support assurance meetings to ensure all placements are occurring when they are in most need. We have arranged for further interim care home placements.

When will this be on track?

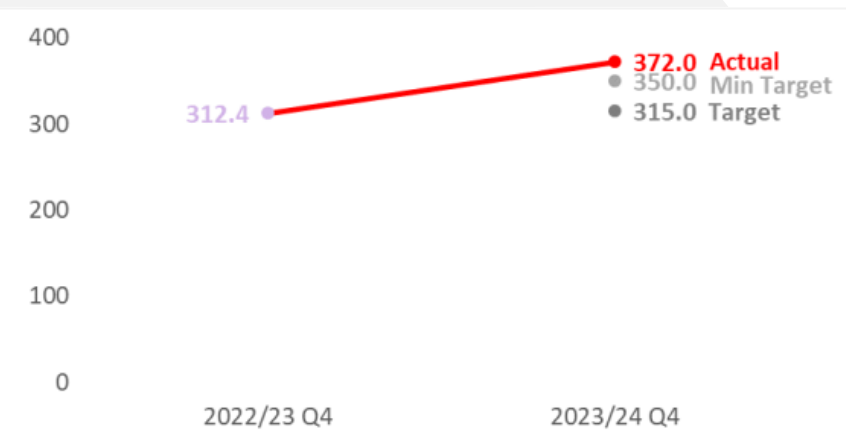
Given the impact of increased demand, achieving the year-end target, including the minimum target, was challenging.

Page 116

Quarterly Performance Trend: Improving ▲



Annual Performance Trend: Declining ▼



KPI 036

Percentage of people signposted to advice & support in the wider community that helps them to maintain their independence

Somen Banerjee Acting Corporate Director for Health and Social Care
Somen Banerjee Director of Director of Public Health



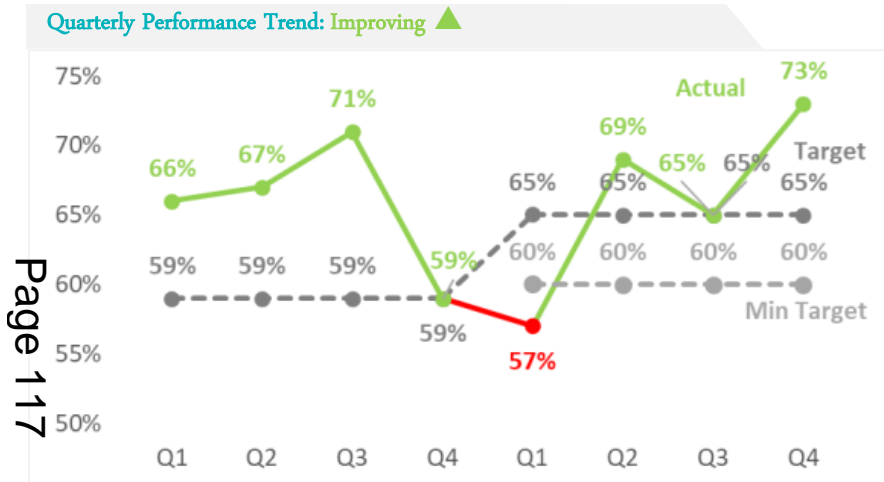
Q4 RAG
Green

Q4 Actual
73%

Above target by
8

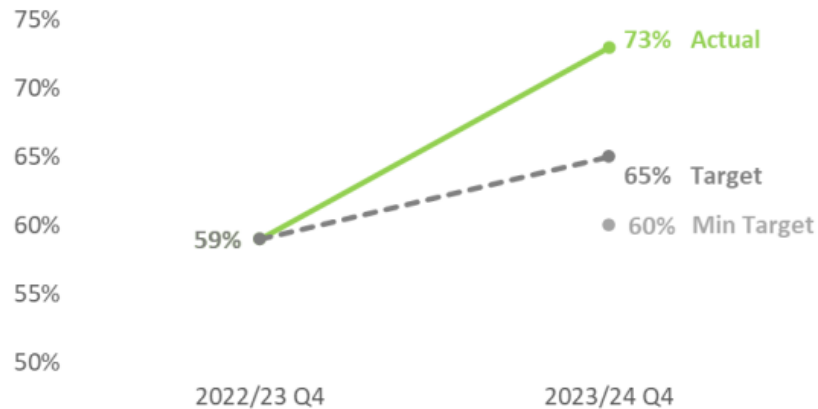
What the data shows

The data displays 3,694 contacts requesting ASC services and of those, 2,683 screened and needs were met elsewhere. Figures for Q4 has surpassed all targets including the annual target of 65%.



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Annual Performance Trend: Improving ▲



KPI 037

Overall satisfaction with care and support services received



Somen Banerjee Acting Corporate Director for Health and Social Care
Warwick Tomsett Joint Director of Integrated Commissioning

22/23 RAG

Green

22/23 Actual

84%

Above target by

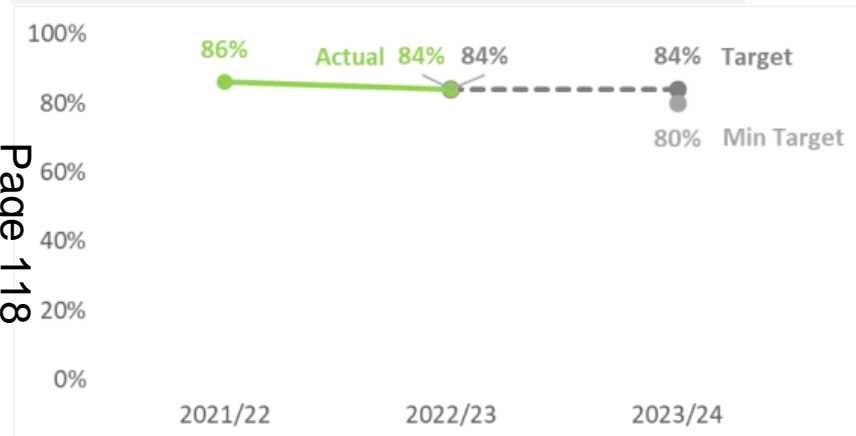
0

What the data shows

The survey results will not be published until autumn of 2024.

The service achieved an outturn of 84% for 2022/23. This was in line with the target for the year and reflected the excellent work undertaken by the team to ensure that services provided remain people-centred and wherever possible, maximise independence for service users. Please note that this metric is reported a year in arrears given it draws information from the annual social care user survey.

Annual Performance Trend: Declining ▼



KPI 038

Percentage service users who agree "Overall I have a positive experience of the services I am receiving from the homecare agency"

Somen Banerjee Acting Corporate Director for Health and Social Care
Warwick Tomsett Joint Director of Integrated Commissioning



Q4 RAG
Green

Q4 Actual
86%

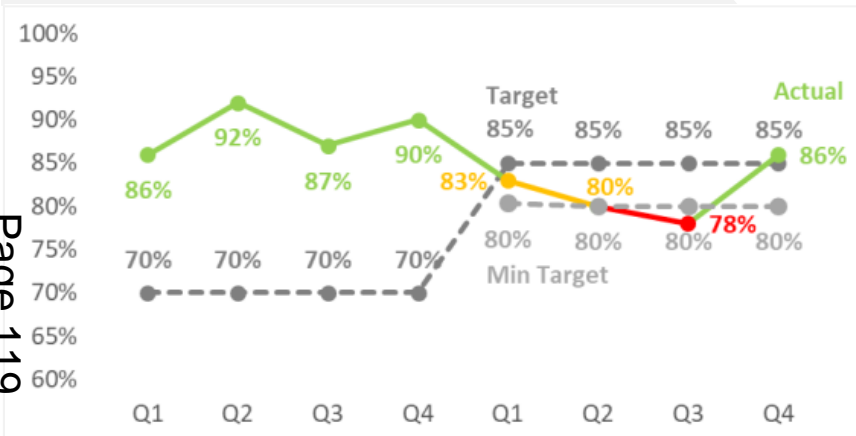
Above target by
1

What the data shows

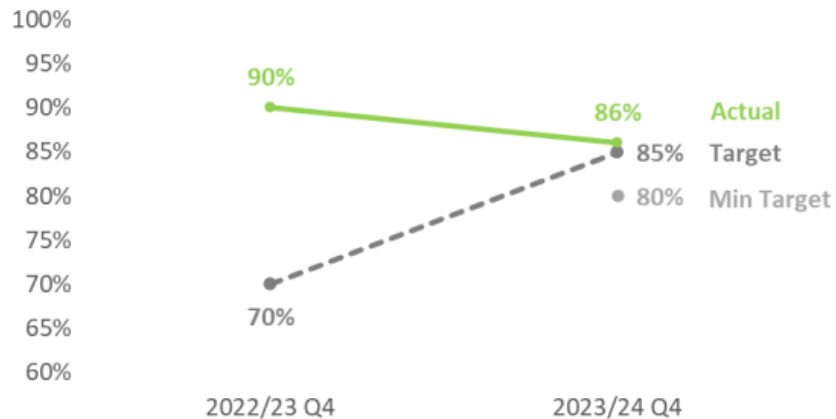
Figures have exceeded the target of 85% in Q4. This improvement was projected for Q4, as the numbers previously displayed a downward trajectory in Q3.

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Quarterly Performance Trend: Improving ▲



Annual Performance Trend: Declining ▼



KPI 039

Number of smoking cessation 4 week quits



Somen Banerjee Acting Corporate Director for Health and Social Care
Somen Banerjee Director of Public Health

Q4 RAG
Green

Q4 Actual
1,510

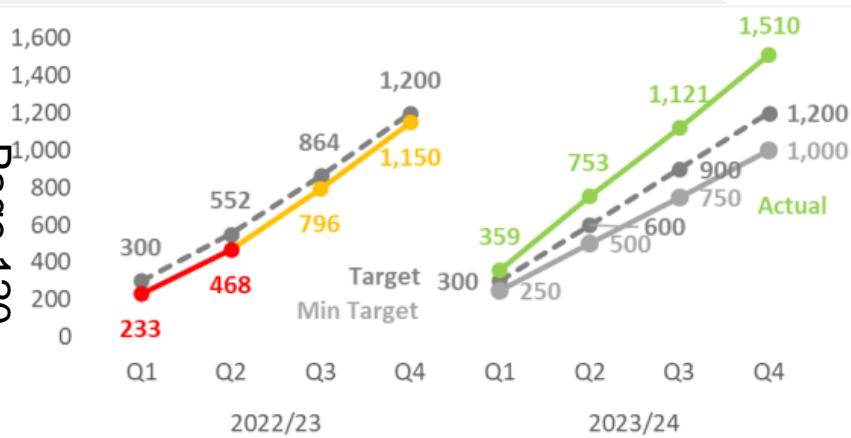
Above target by
310 (26%)

What the data shows

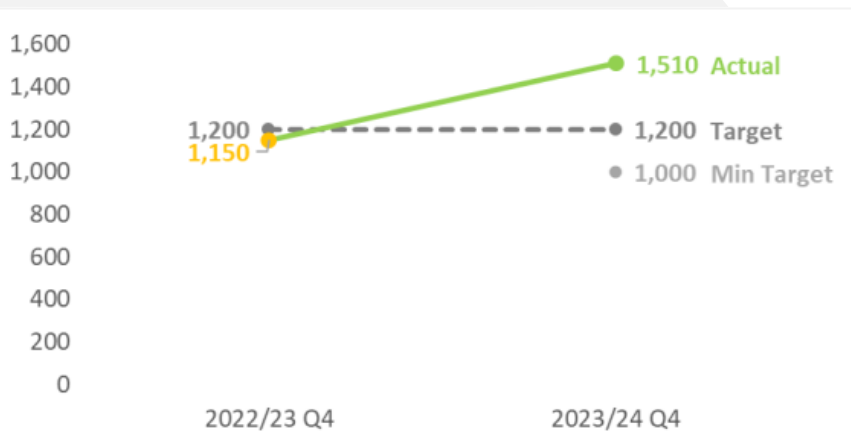
Q4 data has exceeded the stretch/end of year target by 310.

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Quarterly Performance Trend: Improving ▲



Annual Performance Trend: Improving ▲



KPI 040

Number of smoking cessation 4 week quits (BAME)



Somen Banerjee Acting Corporate Director for Health and Social Care
Somen Banerjee Director of Public Health

Q4 RAG
Green

Q4 Actual
743

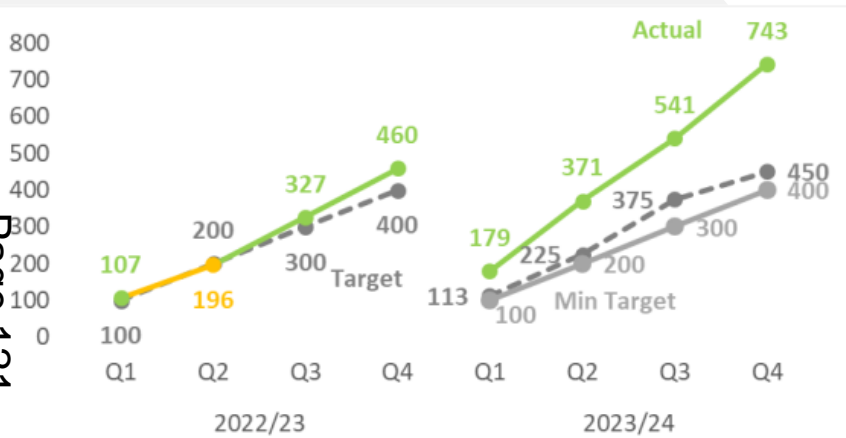
Above target by
293 (65%)

What the data shows

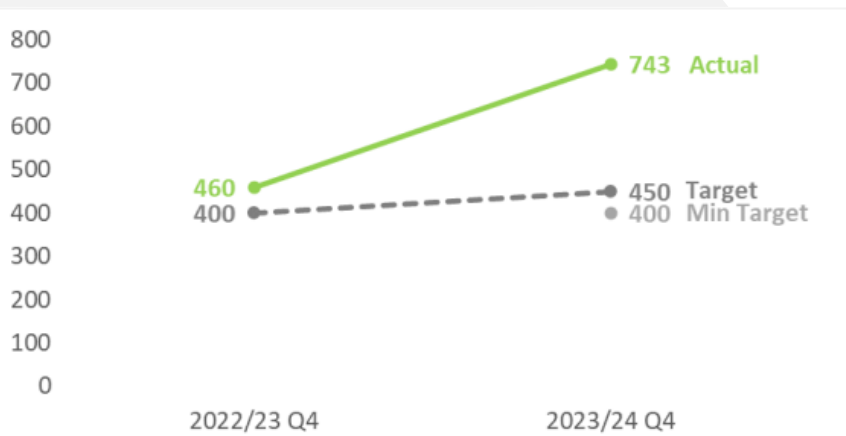
The figure recorded for Q4 has exceed both targets with 293 more quits than the stretch target.

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Quarterly Performance Trend: Improving ▲



Annual Performance Trend: Improving ▲





Contextual Measures	Tower Hamlets	Comparator
Average life satisfaction rating (ONS)	7.32% (2022/ 2023)	7.36% (Mean for all London)
Percentage of adults reporting they are active for at least 150 minutes a week (Annual Residents Survey)	29% (2019)	-
Prevalence of healthy weight: children in reception and year 6 (National Child Measurement Programme)	Reception - 78.5% (22/ 23) Year 6 - 54.3% (22/ 23)	Mean for all London LA: Reception - 78.3% (22/ 23) Year 6 - 59.88% (22/ 23)
Social care-related quality of life (score out of 24) (Adult Social Care Survey (ASCS))	18.9 Age 18-64 (2021/ 22) 18.0 Age 65+ (2021/ 22)	18.9 Age 18-64 London (2021/ 22) 17.9 Age 65+ London (2021/ 22)

Priority 6

Empower Communities and
Fight Crime

Our delivery and performance

Our ambition:

Residents, workers and visitors of all backgrounds feel safe and welcome in Tower Hamlets.

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Priority 6 Empower Communities and Fight Crime



What have we delivered?

The induction and training programme for all additional 40 THEOs has been finalized. The comprehensive induction and training programme developed for new THEO officers was produced and embedded, with it now being business as usual. Recruitment for additional officers continues.

A range of events have been delivered to celebrate the diversity of our communities. This includes Black History Month, LGBT History Month, International Women's Week and Interfaith week. The events were delivered by local groups and council including our first International Women's Week Awards Ceremony. Several events were also held including for Black History Month and LGBT History month with good engagement from a diverse section of the community.

A significant number of programmes and projects have been promoted to pensioners through a wide-reaching cost of living help campaign. This has included a designated webpage, linked to across a range of different media and comms routes, providing a clear pathway into the Resident Support Scheme and clear detail on how to access support in applying.

We have also continued to deliver targeted Pension Credit uptake campaigns; our campaign from July-Sept 2023 saw 69 new claims worth over £4,300 per annum each on average. Another round of this campaign has launched in February 2024, reaching out to nearly 600 residents thought to be eligible and not claiming.

We have launched the borough-wide Just Say Hello communication campaign including social media clips featuring residents, inviting residents to have conversations and publicising local activities taking place.

Collaboration with the anti-poverty team to fund 6 warm hubs, prioritising residents experiencing poverty. Warm beverages and snacks to over 15,000 residents. Warm hubs were branded with the Just Say Hello materials.

Over 300 residents were reached through events held by Just Say Hello Connection Partner Poplar Harca over December 2023, January and February 2024, holding

events for families with children and the elderly.

KPI 041

Number of upgraded CCTV cameras operational



Simon Baxter Corporate Director for Communities
Ann Corbett Director of Community Safety

Q4 RAG
Green

Q4 Actual
9

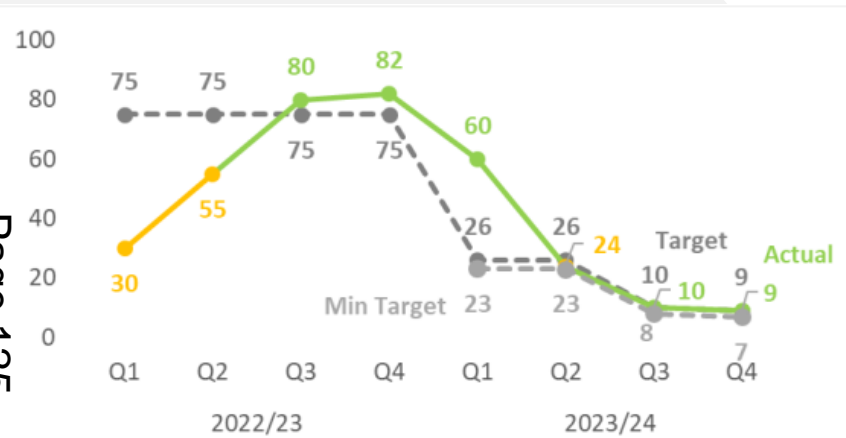
Above target by
0

What the data shows

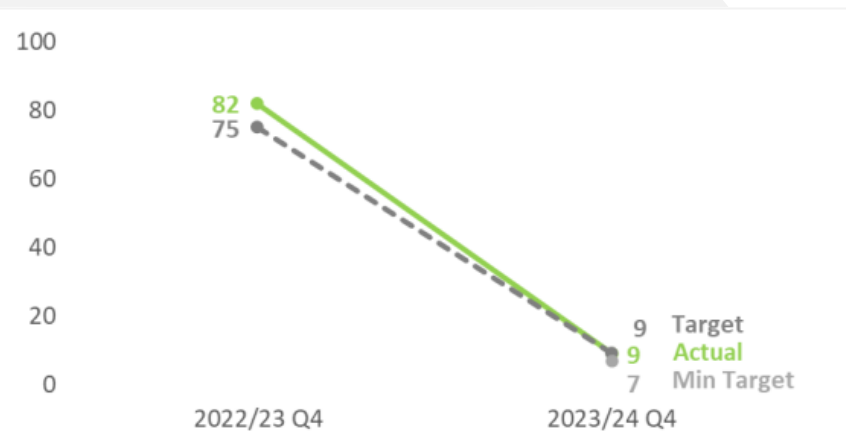
Q4 performance has met the set target. The overall CCTV Programme has been delivered in full with a redesigned new 24/7 Control Room and all 350 public realm cameras have been fully upgraded. Target met.

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Quarterly Performance Trend: Declining ▼



Annual Performance Trend: Declining ▼



KPI 042

Number of hours of uniformed patrols delivered by the Safer Neighbourhood Operations Service



Simon Baxter Corporate Director for Communities
Ann Corbett Director of Community Safety

Q4 RAG
Green

Q4 Actual
11,495

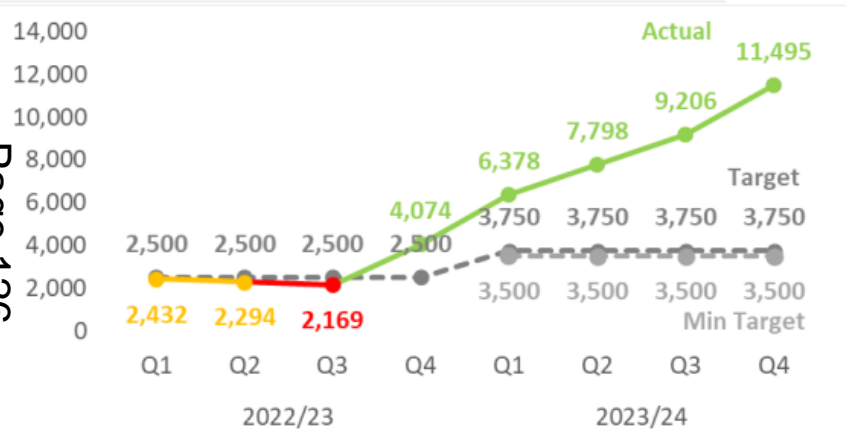
Above target by
7,745 (206%)

What the data shows

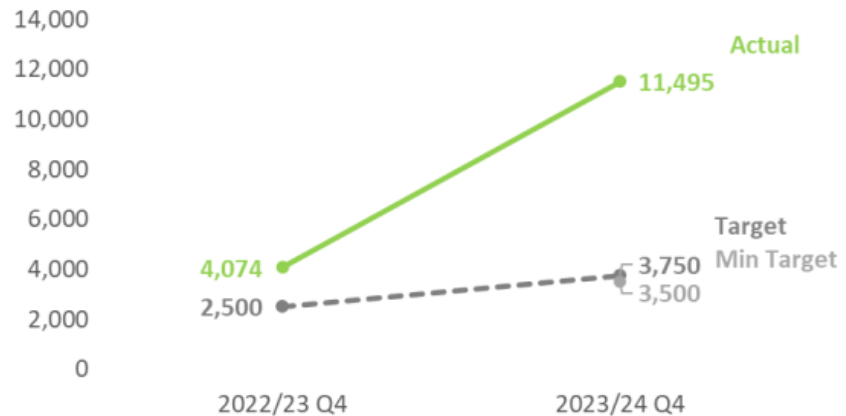
In Q4, 11,495 hours of uniformed patrols were delivered, exceeding the quarterly target. This is driven by the uplift in number of Tower Hamlets Enforcement Officers and a new operational joint tasking model implemented.

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Quarterly Performance Trend: Improving ▲



Annual Performance Trend: Improving ▲



KPI 043

Victims of violence against women and girls who feel safer after engaging with commissioned provider

Simon Baxter Corporate Director for Communities
Ann Corbett Director of Community Safety



Q4 RAG
Green

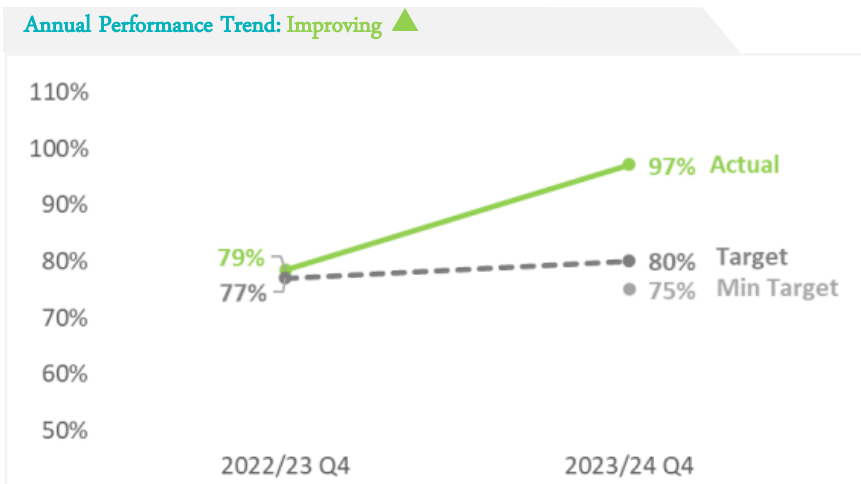
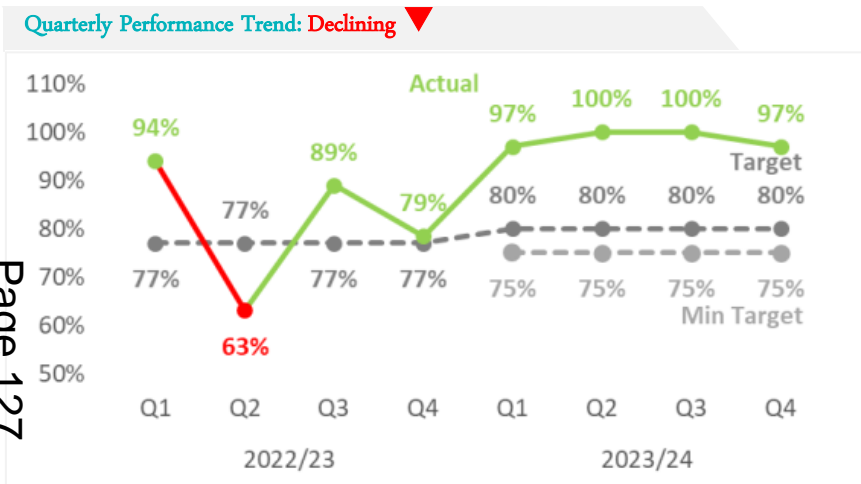
Q4 Actual
97%

Above target by
17 (21%)

What the data shows

Q4 data provides sufficient evidence (with 95% confidence) to believe that target of 80% was surpassed. Comparing Q4 to Q3, no evidence was found of real drop in proportion of victims who felt safer after engagement with support provider.

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KPI 044

Adults with substance misuse treatment need who successfully engage in community-based structured treatment following release from prison (1/2)

Simon Baxter Corporate Director for Communities
Ann Corbett Director of Community Safety



Q4 RAG
Green

Q4 Actual
53.8%

Above target by
3.8 (7%)

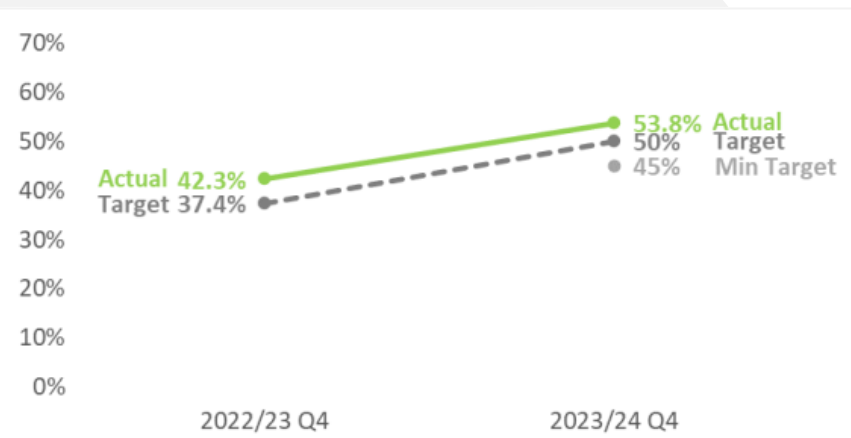
What the data shows
 Q4 data has exceeded the stretch target & national average (50.3%) by 3.8 percentage points.

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Quarterly Performance Trend: Improving ▲



Annual Performance Trend: Improving ▲





Contextual Measures	Tower Hamlets	Comparator
Percentage of adult residents agreeing that the local area is a place where people from different backgrounds get on well together (LBTH - Annual Residents Survey)	87% (ARS)	77% (LGA - Feb.2023)
Percentage of adult residents feeling safe during the day and after dark (LBTH - Annual Residents Survey, Great Britain - LGA Residents Satisfaction Survey)	Day - 94% After dark - 66%	Day - 92% (Oct. 2023) After dark - 70% (Feb. 2024)
Total recorded offences (excluding fraud) per 1000 population in previous 12 months (ONS)	135.7 per 1,000 (Dec 2023)	124.2 per 1,000 (Dec 2023)
Knife Crime Injury Victims (not DA) aged 0 – 24 years (12 months to date) (police data)	83 (12 months to March 2022)	-

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Priority 7

A clean and green future



Our ambition:

Cleanliness and air quality improve, emissions and noise nuisance reduce, and everybody benefits from parks and more trees.

What have we delivered?

This year we planted 930 trees, significantly exceeding our target. We planted 376 trees on highways, 260 in parks and 294 on Tower Hamlets council housing estates.

This year we delivered new changing rooms in Bartlett Park, upgraded the lighting in Mile End Park and upgraded the CCTV in Bartlett Park and Gosling Gardens. This work is a continuation of our programme of park upgrades, making them safer and more accessible to the local community.

We have started to make much needed improvement to waste and recycling services in the borough. This year we surveyed 715 blocks, bringing the total surveyed up to 1315 and we delivered improved recycling facilities to 754 blocks of flats. These improvements will help us to collect more recycling and ensure there is less contaminated recycling which costs more to process.

We have renewed our efforts to tackle enviro-crime such as fly

tipping, graffiti and littering by increasing enforcement fines. New monitoring mechanisms have been put in place to assess the impact of this action.

Our website has been updated to make it easier for residents to get the information they need to report noise nuisance. We have also started to monitor construction site noise during the weekends.

We are delivering several projects from our air quality action plan to tackle pollution in the borough including an anti-idling advice, education and enforcement project and delivering advice and solutions about air pollution hazards for canal boat users.

893 cycle skills proficiency and safety sessions have been delivered to children at schools.

Car Clubs provide residents and businesses with the option to make more sustainable transport choices. We are finalising plans for dedicated vehicles situated around the Town Hall that can be used by officers

during the week and by the general public at weekends. This service will be introduced in 2024.

KPI 045

Number of trees planted



Simon Baxter Corporate Director for Communities
Ashraf Ali Director of Public Realm

Q4 RAG
Green

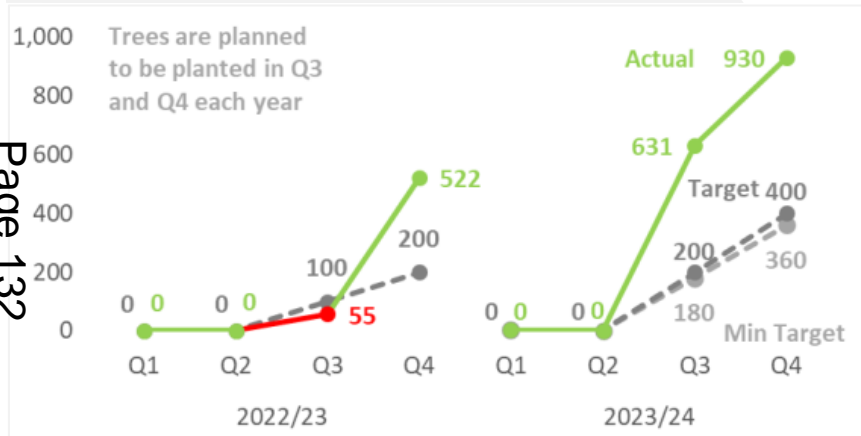
Q4 Actual
930

Above target by
530 (57%)

What the data shows

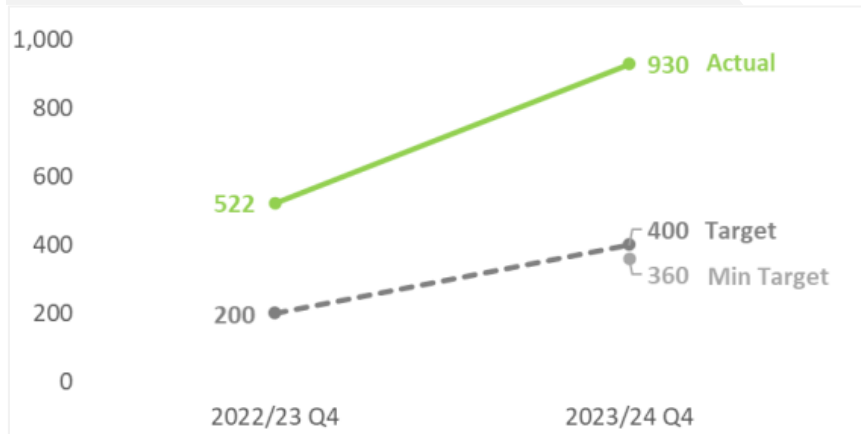
Securing a significant amount of external funding after the initial target setting process has enabled the Green Team to plant more trees during this quarter. As a result, 299 trees were planted in Q4. This is broken down as 228 trees across highways, 63 trees across parks and 8 trees across Tower Hamlets housing estates sites. Over the course of the year, we planted 930 trees across the borough.

Quarterly Performance Trend: Improving ▲



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Annual Performance Trend: Improving ▲



KPI 034

Percentage of waste collections completed on time



Simon Baxter Corporate Director for Communities
Ashraf Ali Director of Public Realm

Q4 RAG
Green

Q4 Actual
99.6%

Above target by
1.6

What the data shows

Service currently reports on an alternative measure 'Percentage of missed collections', with Q4 outturn of 99.6%

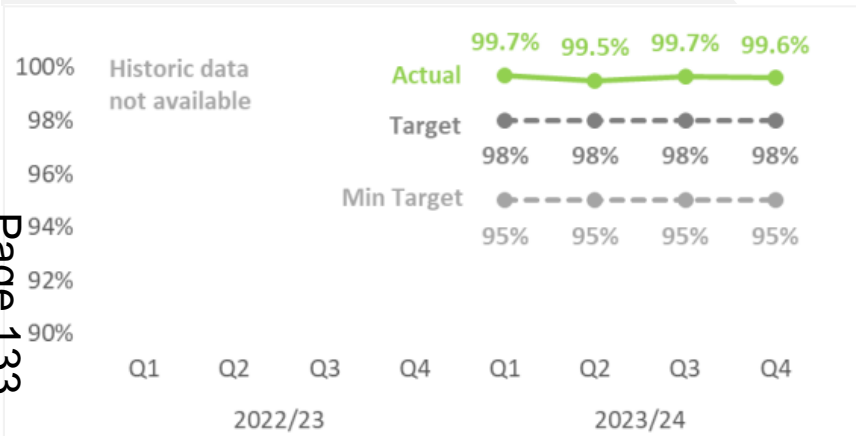
Methodology: Percentage of parent properties against reported missed collections on that parent property.

The target for 2023/2024 is to achieve 98% of collections (services combined), ideally the service would like to achieve a 100% but factors such as access issues, the number of keys crew carry, parking issues, road works etc will have an impact on service delivery.

The Mayor's £5 million investment seeks to address the issues within waste services and deliver an improved waste service for residents of the borough. Waste services is currently being looked at its entirety to ensure changes to the service are sustainable over the long term, there is a series of improvements and long term projects such as the introduction of time banded collections, route optimisation, Whitespace reimplementation and digitalisation to improve service delivery.

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Quarterly Performance Trend: Stable



Annual Performance Trend: N/A



KPI 046

Level of household recycling (1/3)



Simon Baxter Corporate Director for Communities
Ashraf Ali Director of Public Realm

Q4 RAG
Red

Q4 Actual
15.30%

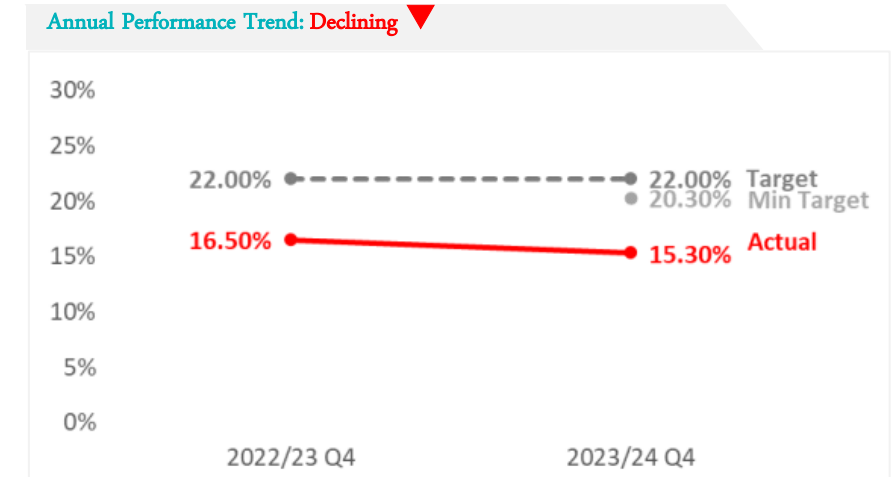
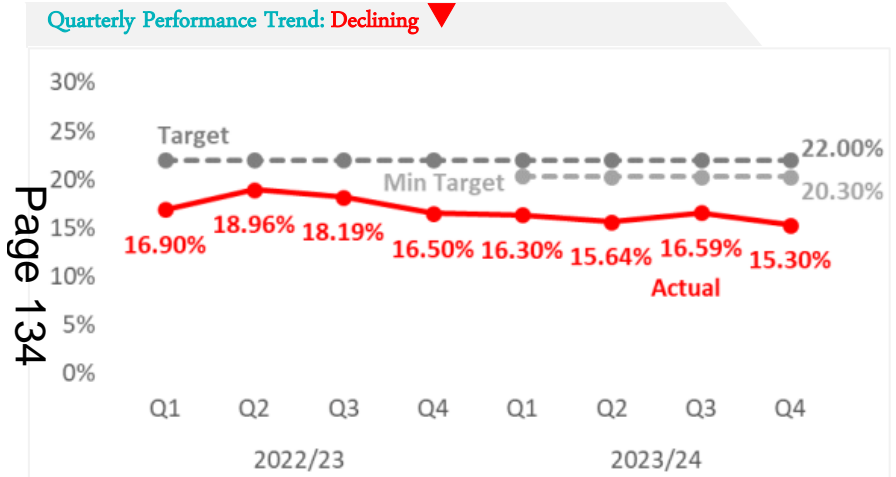
Below target by
6.7 (30%)

What the data shows

The overall recycling rate as of Quarter 4 2023-24 is 15.3% (provisional). This is a downturn in our rate in Q4 2022-23 (16.5%). The target for 2023-24 is 22%. 23,606.52 tonnes of household waste was collected, and 3,613.56 of this was recycled, reused, or composted. This shows a 2.97% increase in the total household waste collected and a 5.26% decrease in the recycling collected compared to Q4 2022/23.

Why is this below target?

1. The overall contamination rate in our dry recycling was 32.2% in Q4 compared to 26.6% in 2022-23.
2. The residual waste tonnage increases in higher proportion every year, compared to the dry mixed recycling, which only grows marginally. The property growth has a direct impact on the increase of the household residual waste generated. The total number of dwellings given by WasteDataFlow in 2023-24 is 144,240, whereas in 2022-23, this number was 140,210. This is a 2.87% increase from last year. It is estimated that we are collecting 130 tonnes more of residual waste from households every month this year compared to 2022-23.
3. The surveys being carried out as part of the Flats Recycling Package Project have shown that there is an under provision of 40% recycling bins on average, at blocks of flats and estates which are not managed by Council. 31% of these blocks had no recycling bins at all. This means some residents have less opportunity to recycle.
4. The change in the waste disposal requirements for the disposal of upholstered seating containing POPs (Persistent Organic Pollutants), which has established that these items cannot be recycled and must be disposed of by incineration, continues to have an impact. Estimated loss of 64 tonnes per month diverted from recycling to the residual waste stream.
5. Since June 2022, street litter collected from parks has been deemed unsuitable for recycling due to high levels of dog excrement (estimated 59 tonnes per month diverted from recycling to residual stream).



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KPI 046

Level of household recycling (2/3)



Simon Baxter Corporate Director for Communities
Ashraf Ali Director of Public Realm

Q4 RAG
Red

Q4 Actual
15.30%

Below target by
6.7 (30%)

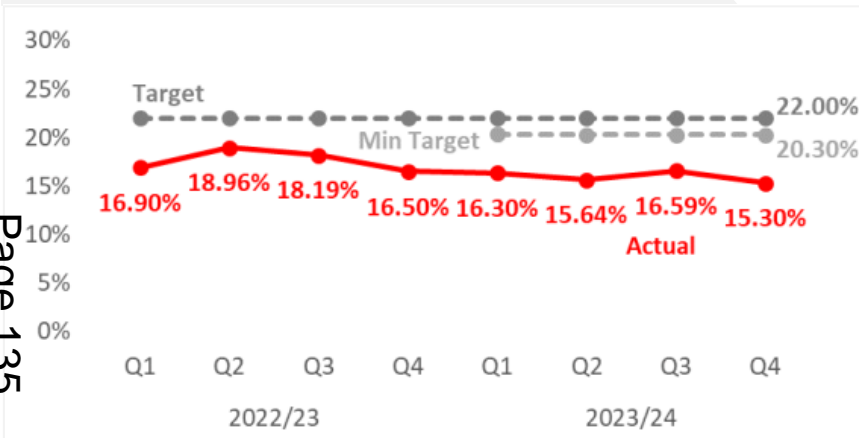
Mitigation action taken by the service

The main projects that the service is working on that will help increase the recycling rate:

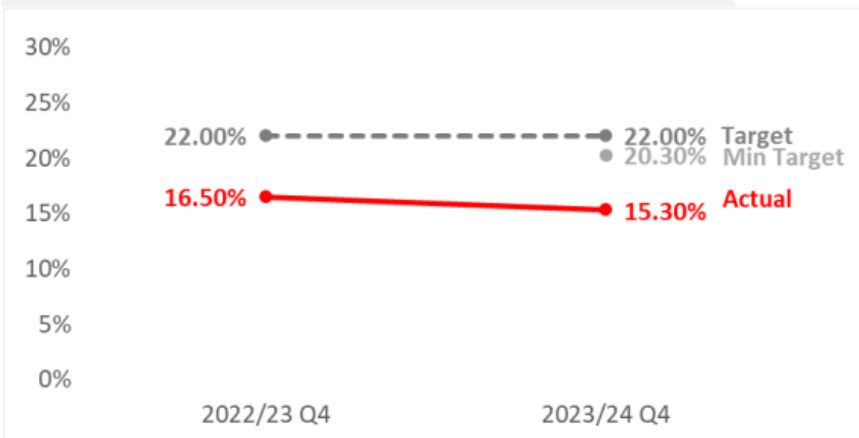
1. Flats Recycling Package project – improving recycling infrastructure, signage and communications at blocks of flats and estates: The project team have engaged with 58 different managing agents across the borough. A total of 1500 block have been surveyed to date with a further 670 blocks to be surveyed by the end of 2024. As at the end of April 2024 a total of 882 blocks have received interventions including new recycling bins, additional recycling bins and/or new signage. The project will continue throughout 2024 with the target of upgrading 2160 blocks by the end of the project.
2. We will carry out targeted communication to encourage participation in the kerbside food and garden waste service and encourage kerbside properties (with storage) to order wheeled recycling bins.
3. We will be working with faith groups, religious institutions and other community organisations to encourage people to recycle more of their waste and to understand what can and can't be recycled to reduce contamination in our dry mixed recycling. We are working with East London Mosque to develop an approach to partnership working on delivering messages about faith and the environment. The proposal from ELM being considered includes sermons, stalls, videos roadshow of workshops, training sessions, schools engagement, a summit, social media, focus groups and Interfaith Forum work.
4. We will continue to encourage recycling and waste minimisation through a programme of engagement activities and events throughout the year.
5. We are renewing the waste collection service standards and policy document. This document specifies the types of waste collection included in the service and how, when and where the waste needs to be presented.
6. Route optimisation for the dry recycling collections: This project aims to create more efficient collection routes that will help crews to improve their performance. This will reduce current contamination problems and is expected to increase the amount of dry recycling collected.

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Quarterly Performance Trend: Declining ▼



Annual Performance Trend: Declining ▼



KPI 046

Level of household recycling (3/3)



Simon Baxter Corporate Director for Communities
Ashraf Ali Director of Public Realm

Q4 RAG
Red

Q4 Actual
15.30%

Below target by
6.7 (30%)

Mitigation action taken by the service

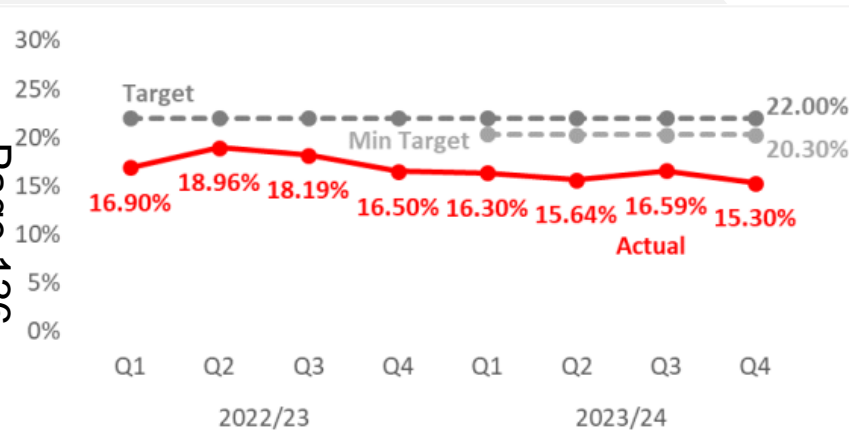
7. Work is underway to engage an agency to help design and deliver a communications and engagement campaign to help support residents to recycle more, recycle properly, and change their behaviour towards reducing waste. The focus of this work will target specific areas that we have identified – areas where large improvements can be made (particularly with regards to contamination in communal recycling bins), that have the proper facilities, and will provide useful testing ground for a series of interventions. The communications and engagement strategy will focus on three locations in these selected areas: schools, religious institutions, and estates/blocks of flats. These will be areas of engagement and places to share communications. Our key goals with this campaign are to: Improve the recycling rate, Decrease levels of contamination in recycling, Increase the amount of food waste collected in schools and other public facilities. Increase the number of households taking part in food waste collection (kerbside properties only). Test interventions that can be scaled across different parts of the borough.

When will this be on track?

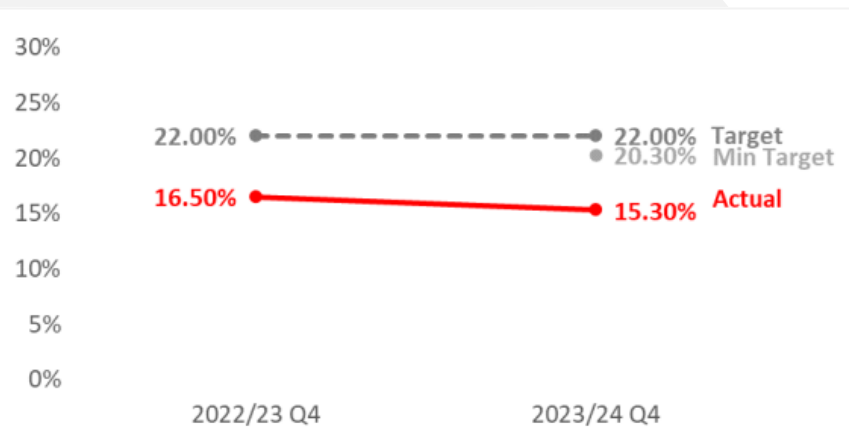
The current measures will take some time to effect change and we forecast that the recycling rate will remain low for the quarter 1 in 2024/25. However, we anticipate that the actions taken will improve performance and positive results will start in early 2024/25.'

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Quarterly Performance Trend: Declining ▼



Annual Performance Trend: Declining ▼



KPI 047

Percentage of enforcement actions to fly-tip incidents



Simon Baxter Corporate Director for Communities
Ashraf Ali Director of Public Realm

Q4 RAG
Green

Q4 Actual
347%

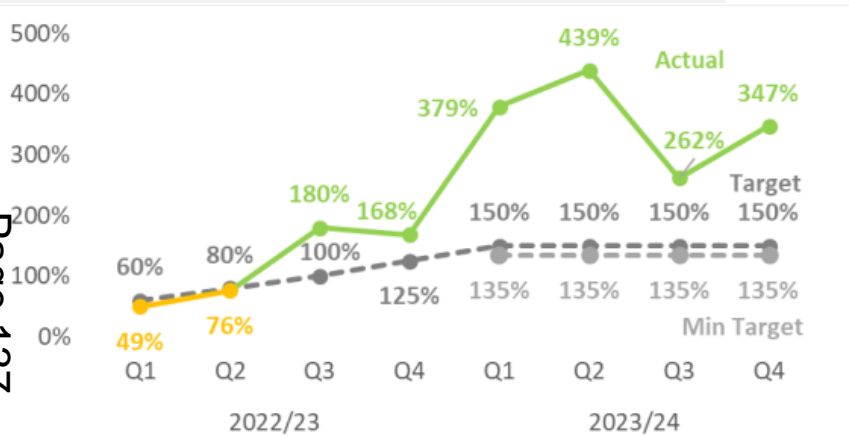
Above target by
197 (131%)

What the data shows

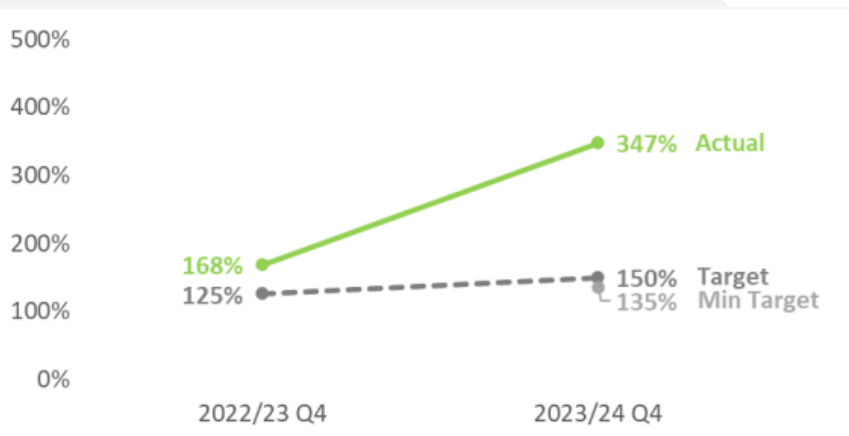
The service conducted 5,670 Enforcement Actions in Q4. These consist of Investigations, Warning letters, Statutory notices, Fixed Penalty Notices, Duty of care inspections and Prosecutions. The number of Fly-tipping incidents (1,633 in Q4) comprises customer/public reported fly-tips and those reported by, and pro-actively cleared by, our own and contractor's crews.

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Quarterly Performance Trend: Improving ▲



Annual Performance Trend: Improving ▲



KPI 048

Children engaged in school cycle schemes



Simon Baxter Corporate Director for Communities
Ashraf Ali Director of Public Realm

Q4 RAG

Red

Q4 Actual

893

Below target by

207 (19%)

What the data shows

366 children trained in Q4, with a cumulative total of 893 trained during 2023-24. Lower than forecast performance in Q1 and Q2 due to instructor recruitment issues.

Why is this below target?

This is lower than expected due to the supplier (Cycle Confident) being initially affected by instructor recruitment issues.

Mitigation action taken by the service

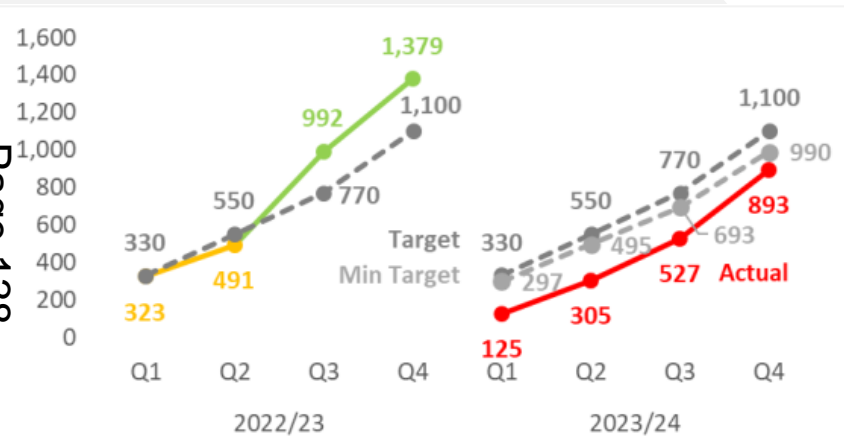
Corrective actions taken by supplier with additional instructors taken on and rate of delivery increasing through Q3 and Q4 in 2023-24.

When will this be on track?

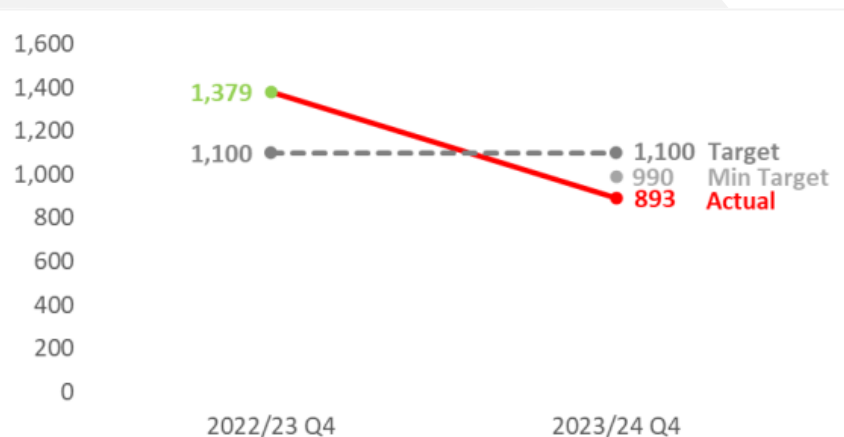
The service is anticipating stronger performance moving forward into 2024/25.

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Quarterly Performance Trend: Improving ▲



Annual Performance Trend: Declining ▼





Contextual Measures	Tower Hamlets	Comparator
Level of public realm cleanliness (litter)	97% (2021/ 22)	-
Level of CO ₂ emissions generated by the council's activities (LBTH Green House Gas Annual returns)	6,930 tonnes (2020/ 21)	-
Level of CO ₂ emissions in Tower Hamlets (London Energy and Greenhouse Gas Inventory (LEGGI))	997 kt (2020)	28.13 mt London (2020)
Percentage of population exposed to annual average NO ₂ concentration above the Air Quality Strategy objective of 40µg/ m ³	7.5% NO ₂ (2019)	1.9% NO ₂ (2019)
Percentage of population exposed to annual average PM2.5 concentration above the interim WHO Guideline of 10µg/ m ³ (London Atmospheric Emissions Inventory (LAEI) 2019)	100% PM2.5 (2019)	87.7% PM2.5 London (2019)

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Priority 8

A council that listens and works for everyone

Our delivery and performance

Priority 8

A council that listens and works for everyone



Our ambition:

Residents benefit from accessible, high quality services and are involved in decisions that affect them

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What have we delivered?

The new Tower Hamlets Partnership plan 2023-2028 'A Tower Hamlets for All' was launched following agreement by the Partnership Executive Group and Cabinet in November 2023. Through five cross-cutting calls to action, it supports a focused strategic partnership effort to seize current opportunities and address the most pressing challenges for residents and the borough through partnership leadership and delivery with the council.

The Partnership brings partners together to harness opportunities and promote the economic, social and environmental well-being of the borough and our residents, supported by a set of shared partnership outcomes,

110 projects have been awarded grants under the new Mayor's Community Grants Programme. Work has been undertaken with providers to address areas of

improvement. The first monitoring report from the programme is expected to be presented to the June Grants Determination Sub Committee.

The Small Grants process was launched in December 2023. Applications were opened on 11th December and closed on 2nd February 2024. The council received 179 applications and following assessment and moderation the small grant was awarded to 58 projects.

Furthermore, a refreshed emergency grant was launched on 11th December 2023. The council website has been updated to reflect this and applications processed as and when received.

328 stakeholders were engaged in the development of the Community Engagement Strategy. This included residents, partners, members and staff. The engagements were delivered through workshops, pop-ups, surveys and meetings.

We have completed the initial Corporate Peer Challenge review, and an action plan has been developed.

The ethnicity pay gap has reduced again in 2023 to 7.50%. Our work continues to look at what is driving the gaps and to implement targeted actions.

KPI 049

Percentage of top 5% of earners from Black, Asian and multi-ethnic communities



Julie Lorraine Corporate Director for Resources
Pat Chen Director Workforce, OD and Business Support

Q4 RAG
Amber

Q4 Actual
33.35%

Below target by
2.65 (4.7%)

What the data shows

The top 5% earners who are Black, Asian and Multi-Ethnic is currently 33.35%. This is an increase of 1% from the last quarter (32.34%) and is now just below the Q2 figure, which was 33.49%. This is now 1.65% below target. There continue to have been changes in roles at deputy chief officer level and above through the quarter, which will impact the figures.

Why is this below target?

There are relatively small numbers in the top 5% of earners, and so minimal change in terms of numbers can impact the percentage. In benchmarking terms, as at March 2023, Tower Hamlets had the highest percentage of top 5% earners who are Black, Asian or multi-ethnic across all London boroughs, with 42.8% (different calculation method is used for benchmarking).

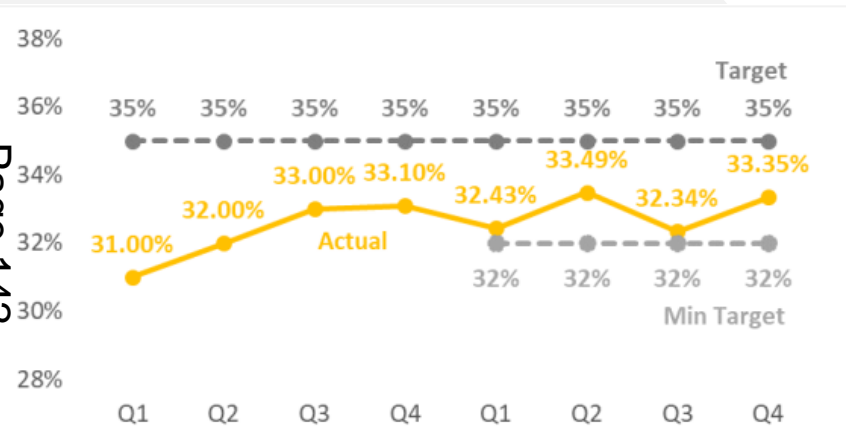
Mitigation action taken by the service

Work continues from to address Black, Asian and Multi-Ethnic representation at the senior level through the council's Workforce to Reflect the Community Strategy and Action Plan, including through work to address the council's pay gaps, talent management, leadership and development, coaching and mentoring. Directorate targets have been put in place as part of work to look in more granular detail at where there is under representation, e.g. in specific services or professions, to address gaps at a local level, in addition to the corporate actions.

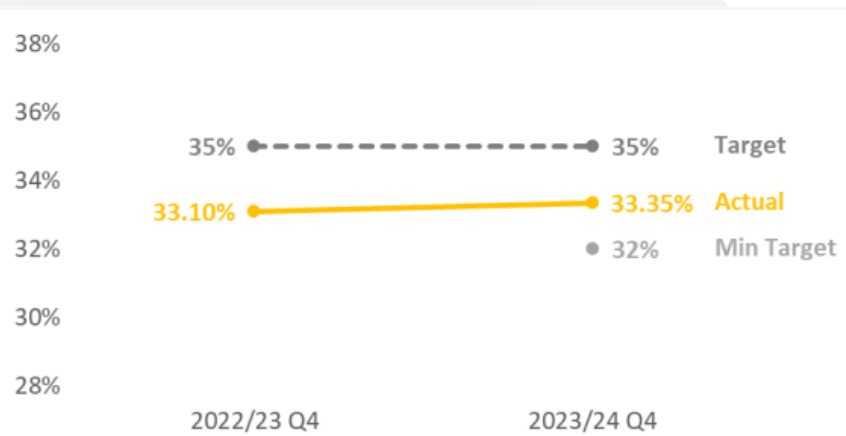
When will this be on track?

These interventions will take time to show results, the trend is again moving in the right direction. As stated above, there are also now local directorate targets that will be monitored, with actions to address the gaps.

Quarterly Performance Trend: Improving ▲



Annual Performance Trend: Improving ▲



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KPI 050

Residents' perception of being involved in decision-making



Stephen Halsey Chief Executive's Office
Robin Beattie Director of Strategy, Improvement & Transformation

23/24 RAG

N/A

23/24 Actual

Annual

Decreased by

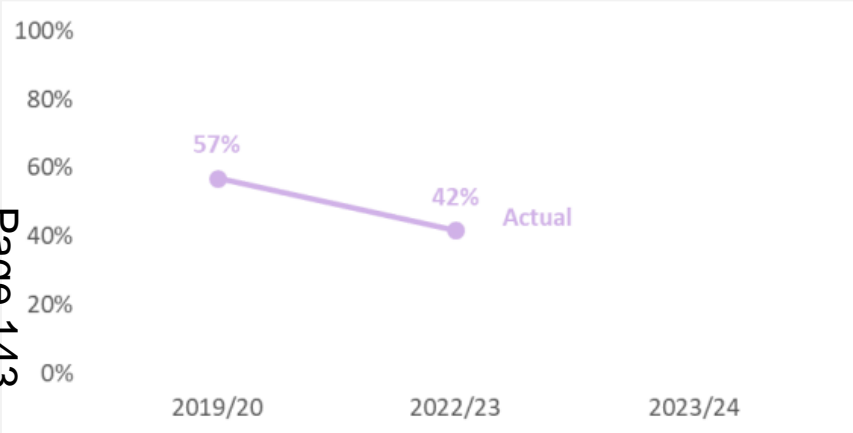
N/A

What the data shows

This measure is part of the Annual Residents Survey which is reported annually. Survey data for 2023/24 is not available yet.

This figure is down from 57% in 2019 to 42% in 2023, a reduction of 15 percentage points. There is an action plan being put in place to investigate the possible reasons for the drop in the figure and relevant actions the council can take to address the decline in residents' perception in this area.

Annual Performance Trend: N/A



KPI 051

Residents' perception of being kept informed by the Council



Stephen Halsey Chief Executive's Office
Robin Beattie Director of Strategy, Improvement & Transformation

23/24 RAG

N/A

23/24 Actual

Annual

Decreased by

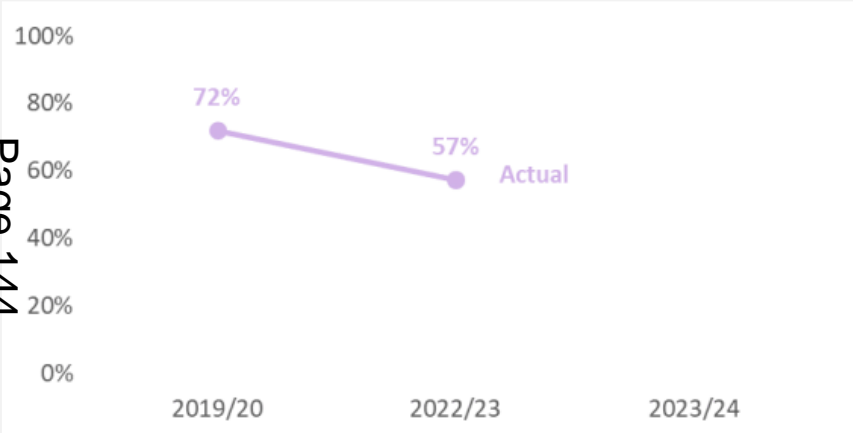
N/A

What the data shows

This measure is part of the Annual Residents Survey which is reported annually. Survey data for 2023/24 is not available yet.

This figure is down from 72% in 2019 to 57% in 2023, a reduction of 15 percentage points. There is an action plan being put in place to investigate the possible reasons for the drop in the figure and relevant actions the council can take to address the decline in residents' perception in this area.

Annual Performance Trend: N/A




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Contextual Measures	Tower Hamlets	Comparator
Percentage of residents satisfied with their local area as a place to live (LBTH - Annual Residents Survey, Great Britain - LGA Residents Satisfaction Survey)	78% (2024)	74% Great Britain
Percentage of residents satisfied with the way the council runs things (LBTH - Annual Residents Survey, Great Britain - LGA Residents Satisfaction Survey)	63% (2024)	53% Great Britain
Percentage of residents who think the council acts on the concerns of residents (LBTH - Annual Residents Survey, Great Britain - LGA Residents Satisfaction Survey)	48% (2024)	49% Great Britain

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Cabinet 10 July 2024	 TOWER HAMLETS
Report of: Julie Lorraine, Deputy Chief Executive & Corporate Director – Resources	Classification: Unrestricted
Improving Our Homelessness Services Update	

Lead Member	Councillor Kabir Ahmed, Cabinet Member for Regeneration, Inclusive Development & Housebuilding
Originating Officer(s)	Ayesha Hakim Rahman, Acting Deputy Director of Strategy, Improvement & Transformation Nicola Klinger, Programme Lead - Housing
Wards affected	All wards
Key Decision?	No
Reason for Key Decision	N/A
Forward Plan Notice Published	N/A
Exempt information	N/A
Strategic Plan Priority / Outcome	Providing Homes for the Future Tackling the cost-of-living crisis Investing in public services

Special Circumstances justifying urgent consideration / Reasons for urgency

This report was published after the statutory publication deadline due to delays with internal consultation. It is important that this report is considered at this Cabinet meeting due to the Mayor asking for an update on the progress on key decisions taken by the Mayor in Cabinet on May 16 2024, concerning the Housing Options Service which is a key administration priority.

Executive Summary

The Tower Hamlets Housing Options Service faces a surge in demand with increasing case complexity. This strains service capacity, staff morale, and the ability to meet resident needs. Alongside the need to address the service challenges the council is committed to improving customer access and experience. This report outlines a comprehensive strategy to address current challenges and ensure the Housing Options Service can effectively deliver an enhanced service that meets the current and future needs of the residents of Tower Hamlets.

A comprehensive improvement programme, led by the Deputy CEO, is underway, addressing both immediate needs and long-term transformation. This comprises:

- A comprehensive independent review identifying key challenges and actionable solutions for service improvement (detailed findings and associated recommendations in Appendix 1);
- Focus on resident experience through extensive changes at the Residents' Hub;
- Addressing staff capacity through a multi-pronged approach, ensuring focused discussion with Trade Unions and staff to agree the effective allocation of 34 new posts; and
- Streamlining leadership to separate the operational and strategic functions for clearer and improved service delivery.

RECOMMENDATIONS:

The Mayor in Cabinet is recommended to note the progress made to improve our homelessness services.

1 REASONS FOR THE DECISIONS

- 1.1 This report updates progress on key decisions taken by the Mayor in Cabinet on May 16 2024, concerning the Housing Options Service.
- 1.2 This has resulted in:
 1. £1.93m additional revenue funding that has been approved to support service improvements.
 2. A comprehensive service review and redesign, including immediate staffing considerations.
 3. A focus on staff and residents to ensure a positive work environment and staff retention, as well as empathetic and dignified service delivery for residents.

4. Expanded service hours for residents' convenience
5. Monthly service transformation updates from the Deputy CEO to the Mayor's Advisory Board, the relevant portfolio holders, and to recognised Trade Unions, until the point at which required improvements are in place.

1.3 The above changes strive to:

- Empower staff to deliver exceptional services to residents;
- Optimise service delivery models; and
- Alleviate pressures from high workloads and resident demand.

2 ALTERNATIVE OPTIONS

2.1 This report provides a progress update on implementation of the decisions taken by the Mayor in Cabinet in May 2024.

3 DETAILS OF THE REPORT

3.1 Context

3.1.1 The national housing crisis is a significant issue impacting millions in the UK, disproportionately affecting London due to its proportion density, economic power, and specific housing market challenges. Tower Hamlets, in particular, faces acute pressures.

3.1.2 The Housing Options Service experiences a surge in demand, with case complexity also increasing. This strains their ability to:

- Deliver optimal service to residents;
- Address staff concerns; and
- Mitigate risks associated with fulfilling statutory service obligations

3.1.3 A 7% rise in the number of residents owed a homelessness duty by the council compared to the previous quarter, and a 9% increase year-on-year highlights the extend of increased demand. Caseload volume analysis in May revealed a significant increase, with some teams experiencing double their optimum workload.

3.1.4 A cultural issue and lack of trust between senior management and frontline staff was an additional concern. This perceived lack of support hinders the ability of staff to provide residents with the empathetic and dignified service they deserve.

3.1.5 This report highlights the work underway to address these challenges to ensure the Housing Options Service can effectively serve the residents of Tower Hamlets and fulfil its critical role.

3.2 Housing Options Service Independent Review

3.2.1 To address the identified challenges, the Deputy CEO commissioned a comprehensive and independent review led by the Corporate Strategy & Transformation Team. This extensive review aims to pinpoint key hurdles and deliver actionable recommendations for improvement across the Housing Options Service.

3.2.2 Staff engagement: The review prioritises staff input to ensure all recommendations are based on accurate findings. An impressive 89% of Housing Options staff, from frontline officers to senior leadership, participated in 16 in-depth feedback sessions. This high participation rate ensures the review reflects an accurate experience of those delivering vital services.

3.2.3 Focus on actionable solutions: The complete findings and recommendations of the independent review are detailed in **Appendix 1**. The core focus is on building service resilience, boosting capacity, and establishing strong foundations. This two-pronged approach prioritises immediate improvements for staff and residents, laying the groundwork for long-term, initiative-taking transformation.

3.2.4 Building a stronger future: By tackling immediate systematic challenges, the review paves the way for a continuously strengthening Housing Options Service. The Deputy CEO is fully committed to implementing the recommendations within the next 3 – 6 months, ensuring the service delivers outstanding and responsive support to the residents of this borough.

3.3 Ongoing Transformation

3.3.1 The Deputy CEO has led unwavering commitment to improvement through:

- 3x service engagement sessions, fostering open communication with staff across all levels
- A dedicated shadow day, gaining firsthand experience of service operations
- Weekly newsletters, providing regular updates on the improvement programme and opportunities for staff involvement

3.3.2 In parallel to the independent review, the Director of Customer Services is leading crucial changes at the Residents' Hub:

- Extended opening hours: Moving to 9am – 8pm Monday to Friday and 9am – 12pm Saturday
- Enhanced staffing: Ensuring adequate resources during expanded hours and out-of-office hours services, including a 24-hour virtual service provision
- Streamlined processes: Implementing a Qmatic queue management system and dedicated triage team to improve customer experience and service efficiency
- Resource optimisation: Realigning staff across front and back office functions to optimise telephony services
- Improved infrastructure: Introducing a new panic alarm system, additional desktop scanners, and addressing post system deficiencies
- Staff training and support: Providing training on SoftPhones and ensuring manager presence for better support

3.3.3 These ongoing initiatives address immediate needs while laying the foundation for long-term service excellence.

3.4 Addressing staffing challenges

3.4.1 Additional resources:

- 34 new roles approved: This critical investment addresses the urgent need to reduce service backlog. Initially these roles will be dedicated to backlog reduction before integrating seamlessly into the service to enable the Residents' Hub extended hours.
- Shortlisting and interviews for permanent roles run throughout July – September. At least 15 frontline positions will be filled by the end of July.
- Launching 1st July, a comprehensive recruitment campaign aims to attract top talent with a customer-centric and empathetic approach:
 - Targeted media outreach
 - Dedicated microsite
 - Local job fairs and online events
 - Application support

3.4.2 Internal roles: The roles of Head of Homeless and Service Improvement Practitioner were advertised internally and close on 3 July 2024. It is expected that appointment will be made by the end of July.

3.4.3 Staff retention: In recognising the value of existing staff, a review identified high numbers of fixed-term contracts. In line with the mayoral commitment to reduce temporary and fixed-term positions, consequently 45 fixed-term

contracts were made permanent, ensuring consistent service delivery through a more stable workforce. Changes were confirmed to staff on 18 June 2024.

- 3.4.4 These combined initiatives demonstrate a commitment to addressing staff capacity and building a strong-well-resourced Housing Options Service.

3.5 Housing & Regeneration Restructure

- 3.5.1 As previously outlined in the May 16 HR Committee and Cabinet reports, phase 2 of the Housing & Regeneration reorganisation is underway. This phase separates operational and strategic housing functions across three Directors:

- Director of Housing Options and Homelessness
- Director of Housing Strategy & Policy
- Director of Housing Management

- 3.5.2 This restructuring recognises the current scope for the Housing Director is too wide and streamlines leadership and fosters a clearer focus on each area. The current director's preference is to retain the Housing Strategy & Policy elements and an interim will be recruited to the new role of Director of Housing Options and Homelessness with immediate effect.

4. EQUALITIES IMPLICATIONS

- 4.1 Investing additional resources in the frontline will have a positive impact on vulnerable residents or groups who may be experience inequalities in housing by increasing the capacity and ability of services to provide a tailored and empathetic service to residents.
- 4.2 Increasing capacity and alleviating pressure on individuals and the service will support staff health and wellbeing and contribute all round to the improvements being sought within the Service Transformation Programme.
- 4.3 The Service Transformation Programme will work in line with the Workforce to Reflect the Community Strategy and Action Plan, in particular taking actions for more inclusive recruiting and development.

5 OTHER STATUTORY IMPLICATIONS

- 5.1 This section of the report is used to highlight further specific statutory implications that are either not covered in the main body of the report or are required to be highlighted to ensure decision makers give them proper consideration. Examples of other implications may be:

- Best Value Implications,

- Consultations,
- Environmental (including air quality),
- Risk Management,
- Crime Reduction,
- Safeguarding.
- Data Protection / Privacy Impact Assessment.

- 5.2 The Homelessness Reduction Act (HRA) 2017 places a statutory duty on the Council to prevent homelessness (the Prevention Duty) and to give relief to those already homeless (the Relief Duty).
- 5.3 The Council has a statutory duty to take reasonable steps to prevent and relieve homelessness; Duty can be discharged through offer of a suitable home in the private rented sector (PRS).
- 5.4 S.188 interim accommodation duty – temporary accommodation duty to homeless families and vulnerable adults ('priority need' groups) with recourse.
- 5.5 S.193 full housing duty – owed to unintentionally homeless households with priority need. Duty can be discharged through offer of a suitable home in the private rented sector (PRS).
- 5.6 The Housing Act 1996 requires local authorities to have an allocation scheme. Within this they must give reasonable preference (i.e., give certain groups an advantage over other groups that have a lesser or no housing need), in their allocations policies to people with high levels of assessed housing need.
- 5.7 In keeping with our commitment to best value, the additional resources agreed in Cabinet in May 2024 secure immediate capacity improvement. This agile investment is not being done in isolation, in parallel we are currently considering options for further efficiencies in our supply chain and fast-tracking acquisitions to grow our own TA stock within the Housing Revenue Account as the cost of TA is the greatest single pressure the general fund currently faces.

6 COMMENTS OF THE CHIEF FINANCE OFFICER

- 6.1 This report provides an update on the following Mayoral decisions taken in Cabinet on 16 May 2024 to improve our Homelessness services. There are financial implications emanating from these decisions. A total of £1.3m additional cost will be incurred following the conversion of 45 fixed term posts to permanent. It is proposed to utilise the Homelessness Prevention top up grant in 2024/25 to meet this cost.
- 6.2 A further £1.93m will be required to recruit to 34 additional posts to address and improve Housing options homelessness services. This will be met from the approved current year's revenue contingency budget. This budget is set aside to address critical risks such as Homelessness and to avoid any

additional cost pressures. Future ongoing costs will be accommodated within the Medium-Term Financial Strategy (MTFS) during the 2025-2026 budget setting, ensuring that this can be achieved without reliance on reserves or contingency budgets.

- 6.3 Extending the opening hours of the Residents Hub will also have a financial implication. The staffing requirement and therefore additional cost has not been calculated as yet and any growth requirement will also be considered as part of the budget setting process for 2025/26.

7 COMMENTS OF LEGAL SERVICES

- 7.1 The review of the current service may include potential changes to current terms and conditions relating to hours of work and shift patterns for existing staff.
- 7.2 The proposed improvements to the service will assist the Council in meeting its statutory obligations with regard to homeless assistance and with the increasing demands on the current service.
- 7.3 Any proposed changes to terms and conditions of existing employees must be implemented in line with the Council's Organisational Change process

Linked Reports, Appendices and Background Documents

Linked Report

- [Improving Our Homelessness Services \(Cabinet May 2024\)](#)

Appendices

- Appendix 1 – Housing Options Independent Review

Background Documents – Local Authorities (Executive Arrangements)(Access to Information)(England) Regulations 2012

- NONE

Officer contact details for documents:

Ayesha Hakim Rahman, Acting Deputy Director of Strategy, Improvement & Transformation – ayesha.hakimrahman@towerhamlets.gov.uk

Nicola Klinger – Programme Lead, Housing - nicola.klinger@towerhamlets.gov.uk

Housing Options Service Independent Review

Complete Findings and Recommendations

28 June 2024

Corporate Strategy and Transformation Team

Contents

Introduction	1
Scope and limitations	2
Engagement approach	2
Aim of report.....	3
Overall findings and recommendations	4
Detailed findings and recommendations	5
Conclusion and Next Steps	13
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Introduction

The Corporate Strategy & Transformation (CST) team has completed an independent review of the Housing Options Service (HOS). The review aims to identify key challenges and develop actionable recommendations for improvement.

This report summarises the findings from the extensive feedback sessions with HOS staff across all levels, including Officers, Managers, Senior Management Team (SMT) and Leadership. It then outlines the specific recommendations developed by CST based on the gathered information.

Scope and limitations

This review focused on identifying systematic challenges within the Housing Options Service (HOS) and developing actionable recommendations for improvement. Personal opinions, issues relating to specific individuals, or isolated concerns not raised more broadly were excluded.

Recognising the valuable expertise within HOS, the Corporate Strategy and Transformation (CST) team believes the new Interim Director of Housing Options and Homelessness is best positioned to develop a comprehensive action plan within two months of receiving this report.

The action plan should:

- Address all recommendations clearly, with designated target completion dates and an assigned owner for each action item.
- Ensure full implementation of all recommendations within 3 – 6 months following report receipt.

Upon development, the action plan will require approval from CST to ensure proposed actions are within appropriate target completion dates. The Deputy CEO will be accountable against all proposed recommendations.

CST acknowledges a history of unaddressed recommendations and its negative impact on morale. To address this, CST proposes that it independently leads assurance activities to monitor progress against the action plan. This will ensure timely implementation, clear communication of progress, and demonstrable results.

To maximise the success of the review and action plan, CST strongly recommends the formation of a self-managed HOS working group. This group, comprising up to 12 staff members (60% officers and 40% managers), will utilise their perspective and collaboration to:

- Review progress;
- Ensure action plan delivery;
- Foster a sense of ownership within HOS for the plan's success.

This approach leverages the expertise of HOS staff while fostering a sense of collective responsibility for improvement. CST are happy to lead the formation of this group.

Engagement approach

To enable comprehensive engagement, CST conducted a series of structured feedback sessions focusing on key themes impacting HOS staff:

- Induction and onboarding
- 1:1 and performance management
- Training and development
- Processes and work environment

Session breakdown:

A total of 16 feedback sessions were held, utilising a hybrid format (in-person and online) to ensure accessibility.

- Officers:
 - o 9 sessions for Officers from each team area (hybrid format)
- Managers:
 - o 2 sessions for managers from each team area (hybrid format)
- Senior Management Team (SMT):
 - o 1 session for SMT reporting to Housing Options and Housing & Procurement (Hybrid format)
- Leadership:
 - o 1 online session for the Head of Housing Options and Service Manager of Housing & procurement
 - o 1 online session for the Director of Housing

2x back-up online sessions were held for staff (one for officers, and one for managers and SMT) who couldn't attend their scheduled sessions.

Transparency and confidentiality:

- Trade Unions were invited to all sessions, except the two sessions for leadership (as there would be more Trade Union Leads invited than staff)
- Staff were informed at the start of each session about the option to provide confidential feedback via email or Teams after their session (by the end of the working day).

Engagement rates:

The review achieved strong participation across all staff levels, ensuring a comprehensive understanding of staff perspectives on key service areas:

- Officers: 76% attendance
- Managers: 87% attendance
- SMT: 92% attendance
- Leadership: 100% attendance

Aim of report

This report has a two-fold aim:

1. Empower staff, strengthening service: To identify and address challenges with the Housing Options Service (HOS) that impact staff wellbeing. This, in turn, will enable a stronger, more resilient service for residents.
2. Comprehensive improvement: The recommendations presented in this report are designed to address the root causes of identified issues, offering a measured and impactful approach to overall service improvement. The report avoids prioritising any

specific team or tier within HOS, ensuring a holistic approach to addressing challenges.

Overall findings and recommendations

This section focuses on the recurring themes identified during the Housing Options Service (HOS) review. These themes represent the most consistently expressed feedback across all tiers and given current challenges in the service, require significant focus and oversight. The recommendations are designed to empower staff, improve service delivery for residents, and ensure long-term sustainability of positive change.

Strengths:

- Dedicated staff: The HOS benefits from hardworking and passionate officers, managers, and leaders committed to delivering quality service.

Challenges:

- Ownership and accountability: Staff feel disempowered to make decisions, leading to a lack of ownership and accountability across all levels. There's an over-focus on immediate tasks within each tier, hindering strategic planning and consistent work practices.
- Service delivery: HOS delivery is currently perceived as inconsistent and reactive, creating a sense of chaos.
- Siloed work: The 2018 service restructure resulted in siloed work environments, with limited understanding and collaboration between teams.
- Workload demand: Workload is reported as unsustainable, with some staff managing over 100 cases, some of them highly complex.
- Long-term sickness: There is an ongoing challenge of long-term sickness within the service, without clear support and consideration of the wellbeing of such staff, or any associated resolution to address this.
- The current Residents' Hub was designed at a point when the service was already under significant pressure. Concerns regarding design, as well as dignity and accessibility for residents, was subsequently raised as inadequate.
- IT systems: Multiple disconnected IT systems pose a significant challenge for staff efficiency and user experience. The current IT Transformation Programme raises concerns about continued reliance on limited systems and a lack of user involvement in the design process. A CST Business Analyst was linked in with services to enable deeper understanding of challenges with current processes. The processes at Appendix 1 of this report are two visual examples of such challenges that need to be addressed more quickly.

Recommendations*:

*It will be the responsibility of CST to link in with the new Interim Director of Housing Options and Homelessness to ensure a clear plan of action within two months of finalising the report.

1. **Empowering staff, fostering accountability (suggested owner: Interim Director of Housing Options and Homelessness).** Encourage HOS to own the implementation of the detailed recommendations from this report, with CST acting as

a supportive 'critical friend', to ensure ownership, accountability, and progress monitoring.

2. **Service delivery review (suggested owner: Head of Homelessness).** Conduct a detailed review of service delivery processes, particularly where these are highlighted in this report, to ensure consistency, efficiency, and a more proactive approach to serving residents.
3. **Agile service review (suggested owner: Interim Director of Housing Options and Homelessness).** Undertake an agile (incremental) review of the entire service structure, prioritising resident needs. An agile approach will enable a phased outcome, ensuring limited disruption to service delivery during review and any associated redesign and transition.
4. **Dedicated resource to tackle backlog (suggested owner: Interim Director of Housing Options and Homelessness):** Of the 34 additional posts approved, there must be ringfenced resource allocated to the backlog of caseloads in the first instance. Once the service is in a stable position, this resource can be integrated to BAU work, at which point the expansion of service hours can commence.
5. **Dedicated support with sickness (suggested owner: Head of HR).** Allocate focused HR resource for a set period to review and actively support managers and staff where there is long-term sick-leave, ensuring wellbeing and enabling supported return to work against all reports of sickness within the service.
6. **Customer-focused Resident Hubs redesign (suggested owner: Director of Customer Services).** Conduct a thorough journey mapping and user experience exercise with residents, to adequately redesign the Resident Hub. This should also include journey mapping with staff, prioritising safety, dignity, accessibility for all. The redesign should explore the potential use of additional space within Town Hall ground floor areas.
7. **IT Systems deep dive (suggested owner: Acting Deputy Director of Strategy, Improvement & Transformation).** Prioritise a deep dive review of the IT Transformation Programme to address concerns regarding outdated systems, lack of user involvement, and implementation pace. While the IT Transformation Programme enables long-term benefits, immediate steps must be taken to address the complex process mapping set out at Appendix 1.

Detailed findings and recommendations

THEME A: INDUCTION AND ONBOARDING

Findings*

*Note that unless specifically differentiated, any reference to 'staff' can comprise Officers, Managers, or SMT.

1. Inconsistent induction and onboarding:

- There is currently no standardised starter pack with key service information, procedures and / or associated instructions.
- New starters may be left to learn independently, including client interaction, without clear guidance or understanding of their role within the team.
- The level of detail and focus on statutory / mandatory training during induction has declined.
- Onboarding practices vary significantly, with some receiving structured shadowing and others relying on informal learning methods.
- Obtaining access to systems is lengthy and causes undue delay to the induction process.

2. Limited integration and overview:

- New starters lack a comprehensive understanding of the broader Housing Options service and roles of the different teams.
- New staff often lack the opportunities to meet colleagues across teams, hindering integration and knowledge sharing.

3. Unsatisfactory shadowing: Existing shadowing opportunities are unstructured and left to new starters to coordinate, lacking clear plans for learning best practices.

4. Incomplete / outdated practice:

- New starters may not receive comprehensive training on all Housing Options systems, hindering overall service understanding.
- Provided documents may be outdated or contain incorrect details due to staff turnover or policy changes.
- New starters are limited to learning being specific to one individual or team's preference, which is inconsistent.

Recommendations*:

*Recognising the valuable expertise within HOS, the Corporate Strategy and Transformation (CST) team believes the new Interim Director of Housing Options and Homelessness is best positioned to develop a comprehensive action plan within two months of receiving this report.

The action plan should:

1. Address all recommendations clearly, with designated milestones against each action with associated target completion dates.
2. Ensure one assigned lead owner from each suggested group for each recommendation (but entire suggested group to contribute).
3. Ensure full implementation of all recommendations within 3 – 6 months following report receipt.

A1: Develop a standardised new Starter Pack (suggested group: SMT). This pack should include:

- Service Plan
- Team Plan

- Service structure overview
- Housing Options service slide deck, with introduction to other Housing Options Teams
- List of relevant statutory council-wide training
- List of relevant mandatory Housing Options training
- Shadowing guidance
- Quick 'how to' IT video tutorials for common queries

A2: Create a standardised New Starter checklist (suggested group: SMT). This checklist, initiated upon confirmed start dates, should address:

- Laptop order confirmation
- Completed Tower Hamlets IT registration
- Completed Housing Options IT system forms
- Identified and agreed-upon shadowing opportunities
- Agreed-upon induction plan
- Scheduled Housing Induction
- Defined work plan
- One-month follow-up meeting with Service Manager
- Complete of all relevant training

A3: Implement a new Housing Options Induction programme (suggested owner: Leadership). Organise central induction sessions at the Town Hall, where new staff meet Housing Options managers (including SMT), who provide high-level introductions to their respective teams and service functions.

Expected Benefits

These recommendations aim to:

- Standardise and improve the induction and onboarding processes for all new Housing Options staff.
- Ensure new staff receive comprehensive training and support, including statutory and mandatory requirements.
- Enhance team integration and knowledge-sharing among new and existing staff.
- Promote a deeper understanding of the wider Housing Options service structure and operations.

THEME B: 121 AND PERFORMANCE MANAGEMENT

Findings*

*Note that unless specifically differentiated, any reference to 'staff' can comprise Officers, Managers, or SMT.

1. **Limited service and team planning:** Staff in the main expressed they haven't seen a service plan in years, hindering their understanding of how their work contributes to the broader Housing Options service. This has a direct negative impact on the ability to effectively conduct Annual Reviews. Staff express a desire to be involved in planning but feel communication and support from SMT is lacking.
2. **Inconsistent 121 meetings:** Many staff have not received regular 121 meetings, and when held, they may be rushed, negative, or solely focused on case management, particularly given the absence of a service plan. This indicates a need for improved managerial guidance on the purpose and process of 121s and importance of alignment with service plans. For staff with high caseloads, separate caseload discussions can free up 121s to address staff well-being and overall performance.
3. **Limited team interaction:** Some teams lack regular meetings or team-building opportunities, leading to a disconnect between teams within Housing Options. Additionally, poor communication and prioritisation understanding from SMT and line managers creates inter-team issues when urgent tasks from one team are not recognised as such by others, causing delays. Staff expressed that there is also limited update or handover in cases of annual leave or sickness, which has a significant impact on service delivery.
4. **Workload management concerns:** Management may not fully grasp the impact of workload on staff health and well-being, including the effects of ever-increasing caseloads and dealing with sensitive, complex, and difficult cases. Staff desire dedicated time for reflection, therapy, and open communication.

Recommendations*:

*Recognising the valuable expertise within HOS, the Corporate Strategy and Transformation (CST) team believes the new Interim Director of Housing Options and Homelessness is best positioned to develop a comprehensive action plan within two months of receiving this report.

The action plan should:

1. Address all recommendations clearly, with designated milestones against each action with associated target completion dates.
2. Ensure one assigned lead owner from each suggested group for each recommendation, but entire group to contribute.
3. Ensure full implementation of all recommendations within 3 – 6 months following report receipt.

B1: Develop a Service Plan (suggested group: Leadership). Create and share with service a meaningful and purposeful service plan, to ensure transparency and alignment. This must be reviewed quarterly.

B2: Develop Team Plans (suggested group: SMT). Collaboratively create team plans with staff input to establish clear goals and team objectives. This must be reviewed quarterly.

B3: Management Training (suggested group: Leadership). Implement mandatory training for all line managers (including SMT and Leadership) on effective management, leadership, staff well-being, fostering a positive work culture, and conducting impactful 121 meetings, with a particular focus on staff handling complex cases.

B4: Manager performance reviews (suggested group: Leadership). Integrate a target into all line manager annual reviews, mandating them to hold monthly 121 meetings with all direct reports.

B5: Regular team meetings (suggested group: SMT): Establish a regular schedule for team meetings to facilitate communication and collaboration.

B6: 360-feedback (suggested group: Leadership): Implement a system for 360-feedback for managers and SMT to gather well-rounded perspectives on leadership effectiveness.

B7: Support for complex cases (suggested group: SMT): For staff dealing with complex and difficult cases, explore options for facilitating reflection and debriefing with a specialist through Occupational Health as a first step.

B8: Arrangements for leave / sickness (suggested group: Leadership): Clear arrangements need to be developed and communicated to all staff on effective notification of manager leave / sickness and associated handover arrangements.

Expected Benefits

These recommendations aim to:

- Enhance communication and collaboration across all levels within the Housing Options service.
- Empower staff through involvement in service and team planning.
- Ensure effective leadership and support for staff well-being.
- Address workload concerns through improved management practices.

THEME C: LEARNING AND DEVELOPMENT

Findings*

*Note that unless specifically differentiated, any reference to 'staff' can comprise Officers, Managers, or SMT.

1. **Limited training opportunities:** Staff report a lack of dedicated time and resources for training, hindering their continuous professional development (CPD). There is no clear structure or plan in place for managing training needed.
2. **Inadequate training support:** Managers may not fully consider staff suggestions for new training methods or workload reduction through training. A recent case involving an Ombudsman fine highlights potential training gaps.
3. **Unsuitable training content:** The current Learning Hub offerings are perceived as generic and irrelevant to the specific needs of Housing Options staff. Staff desire

mandatory training with regular refreshers on core Housing Options subjects (e.g.: legislation, policy, practice) along with readily available external courses like those offered by the Chartered Institute of Housing.

4. **Unmet IT training needs:** Staff repeatedly raised the need for IT training on key systems, with some waiting over two years for access. Reliance on informal peer-to-peer training can be inefficient.
5. **Career development concerns:** Career progression and development are perceived as neglected, with limited time, budget and managerial support available. Staff feel apprehensive about discussing career aspirations with their managers.
6. **Management training needs:** Management training is needed to foster empathy towards staff and provide adequate support when dealing with difficult situations.

Recommendations*:

*Recognising the valuable expertise within HOS, the Corporate Strategy and Transformation (CST) team believes the new Interim Director of Housing Options and Homelessness is best positioned to develop a comprehensive action plan within two months of receiving this report.

The action plan should:

1. Address all recommendations clearly, with designated milestones against each action with associated target completion dates.
2. Ensure one assigned lead owner from each suggested group for each recommendation, but entire group to contribute.
3. Ensure full implementation of all recommendations within 3 – 6 months following report receipt.

C1: Mandatory sector-specific training (suggested group: SMT). Implement mandatory training programmes for all staff, encompassing both team-specific and service-wide topics.

C2: Learning and development plan (suggested group: Leadership). Develop a comprehensive Learning and Development (L&D) plan, incorporating input from SMT, managers, and staff into annual planning cycles.

C3: Apprenticeship Levy Exploration (suggested group: Leadership). Investigate potential training opportunities utilising the Apprenticeship Levy, with a focus on cohort-based programmes.

C4: User-friendly training materials (suggested group: SMT). Create easy-to-use manuals and video tutorials for common IT system functions, ensuring regular updates after system changes.

C5: Impactful training (suggested group: SMT). Establish a system for collecting staff feedback on the effectiveness and relevance of training programmes.

Expected Benefits

These recommendations aim to:

- Bridge skill gaps and enhance staff competency through targeted training opportunities.

- Foster a culture of continuous learning and professional development.
- Equip staff with the necessary skills and knowledge to effectively address service needs.
- Empower staff to pursue career progression through dedicated support mechanisms.

THEME D: PROCESSES AND WORK ENVIRONMENT

Findings*

*Note that unless specifically differentiated, any reference to 'staff' can comprise Officers, Managers, or SMT.

1. **Leadership and management:**

- The 2018 restructure is perceived as a cause of many current issues, and subsequent transformations within the service did not improve the situation.
- Staff feel disregarded and under-supported by management, citing instances of ignored concerns, unresolved complaints against managers, and a lack of respect in communication. This has resulted in low morale and demotivation.
- Team and service meetings are seen as unproductive, focusing on complaints without clear follow-up.
- Opportunities for team bonding are limited.
- All sessions demonstrated little to no self-accountability but expressed the main cause of challenges as being due to a lack of support from their managers or the relevant tier above.

2. **Workload and case management:**

- Workload is reported as unsustainable, with some staff managing over 100 cases, some of them highly complex.
- The perceived distolateral and micromanaging leadership style further exacerbates workload pressures.
- Concerns exist regarding staff fully understanding legislation and potential ethical issues arising from workarounds.

3. **Communication:** Internal and external communication is identified as a major concern. Staff report poor to no communication flow between managers and staff, across Housing Options Teams, and with other council services like Social Services, Children's Services, Adults' Services, and external partners.

4. **IT and systems:**

- Staff manage their work using 3 – 5 different systems and databases, leading to inefficiency due to data re-entry across platforms.
- System knowledge inconsistencies and lack of colleagues properly documenting notes further hinder workflow.
- Staff have been repeatedly advised of a move to a single system, but to date no improvement or user experience testing has been seen.

5. **Residents Hub:** Many staff consider the Residents Hub a source of dissatisfaction, citing it as unfit for purpose. Concerns include poor network connectivity, lack of triage system, confusing signage, the public call-out of client names, inadequate lighting, absence of screened rooms for sensitive discussions, lack of meeting rooms,

and missing hand sanitisers. It is believed that the Housing Options Service was not considered during the design of the Residents Hub.

Recommendations*:

*Recognising the valuable expertise within HOS, the Corporate Strategy and Transformation (CST) team believes the new Interim Director of Housing Options and Homelessness is best positioned to develop a comprehensive action plan within two months of receiving this report.

The action plan should:

1. Address all recommendations clearly, with designated milestones against each action with associated target completion dates.
2. Ensure one assigned lead owner from each suggested group for each recommendation, but entire group to contribute.
3. Ensure full implementation of all recommendations within 3 – 6 months following report receipt.

D1: Regular staff engagement (suggested group: Leadership). Implement regular staff engagement sessions, with a maximum of 20 minutes allocated to leadership for key updates, but mainly focused on providing opportunities for open communication for all staff to be heard.

D2: Leadership feedback (suggested group: Leadership): Develop a system for gathering anonymous feedback from staff on their experiences with line managers, allowing for improvement in leadership styles across every management tier.

D3: Team building activities (suggested group: SMT): Incorporate team-building activities and away days into team meetings to promote collaboration and morale.

D4 Caseload management (suggested group: Leadership): Establish a clear commitment to prioritise at pace and adopt a caseload weighting system for high pressurised frontline roles, particularly with roles of high stress where the excess caseloads may result in a breach to duty of care. Allocate sufficient ringfenced resource from the 34 additional posts to address the backlog as a priority.

D5 Communication analysis (suggested group: SMT): Conduct a comprehensive analysis of internal and external communication practices, followed by a clear action plan for improvement.

IT & Systems recommendation. The recommendation against this finding falls outside of the requirement of HOS. This recommendation is addressed under the 'overall findings' section at the start of this report.

Residents Hub recommendation. The recommendation against this finding falls outside of the requirement of HOS. This recommendation is addressed under the 'overall findings' section at the start of this report.

Expected Benefits

These recommendations aim to:

- Foster a more positive and collaborative work environment through improved leadership communication and staff engagement.
- Address workload concerns through the establishment of clear work standards and improved communication practices.
- Enhance operational efficiency by optimising IT systems usage and promoting knowledge sharing.
- Create a more welcoming and functional Residents Hub for both staff and clients.

Conclusion and Next Steps

This report has summarised the findings and recommendations from all feedback sessions as part of the Housing Options service improvement review.

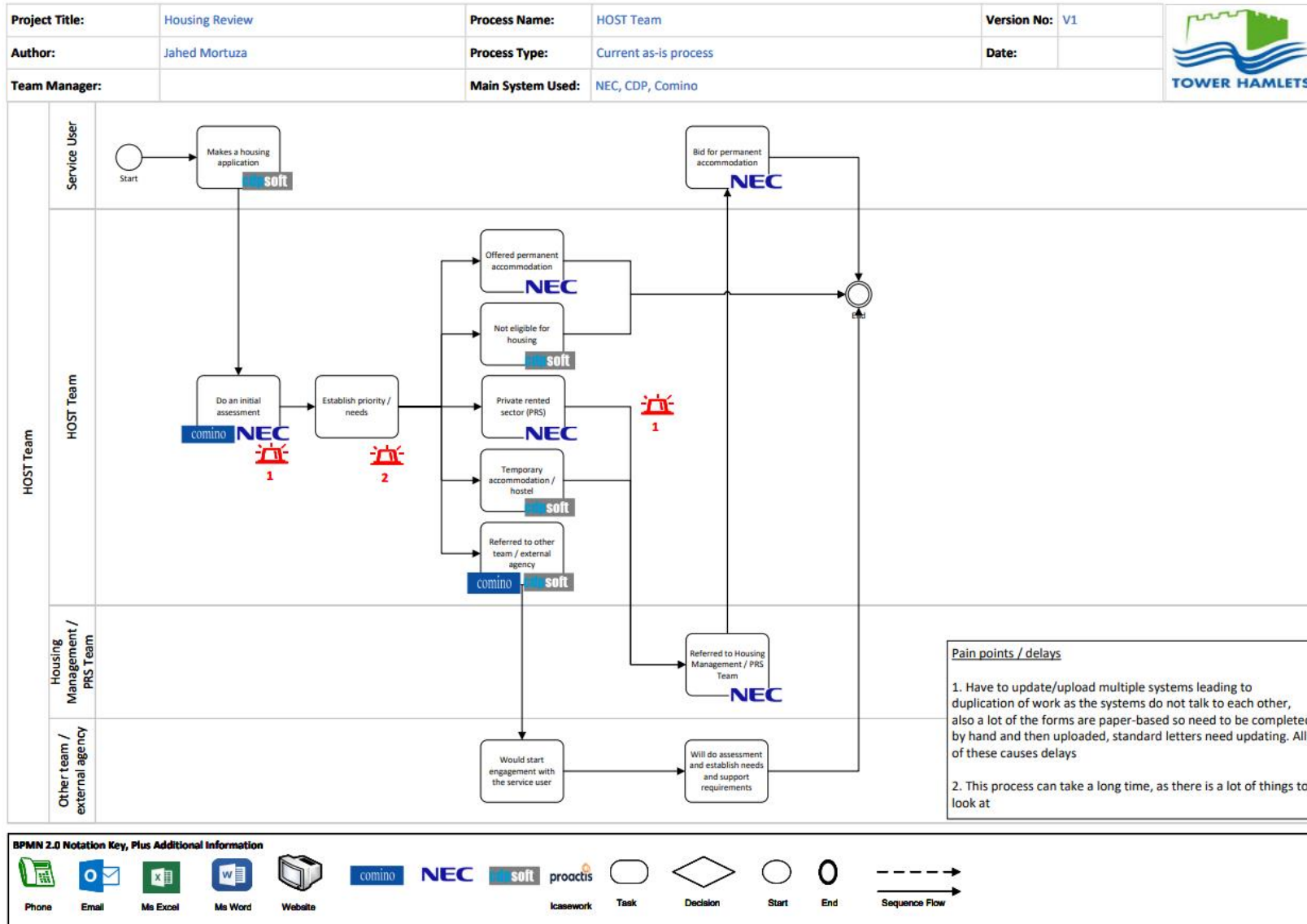
The Corporate Strategy & Transformation (CST) Team will now undertake the following steps:

- Forward report to Corporate Director of Resources for review: by 28 June.
- Meet with Trade Unions to review by 5 July.
- Meet with Leadership to review: by 5 July.
- Present report to all staff, with clear next steps and associated support where this applies: by 10 July.

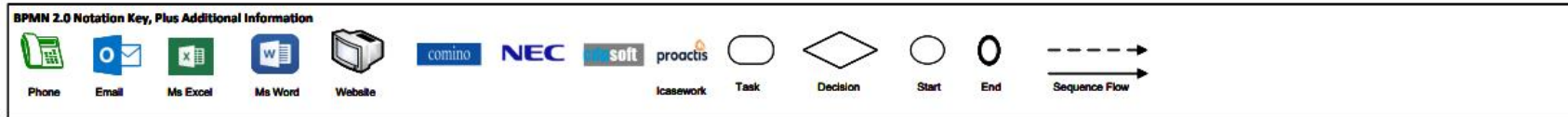
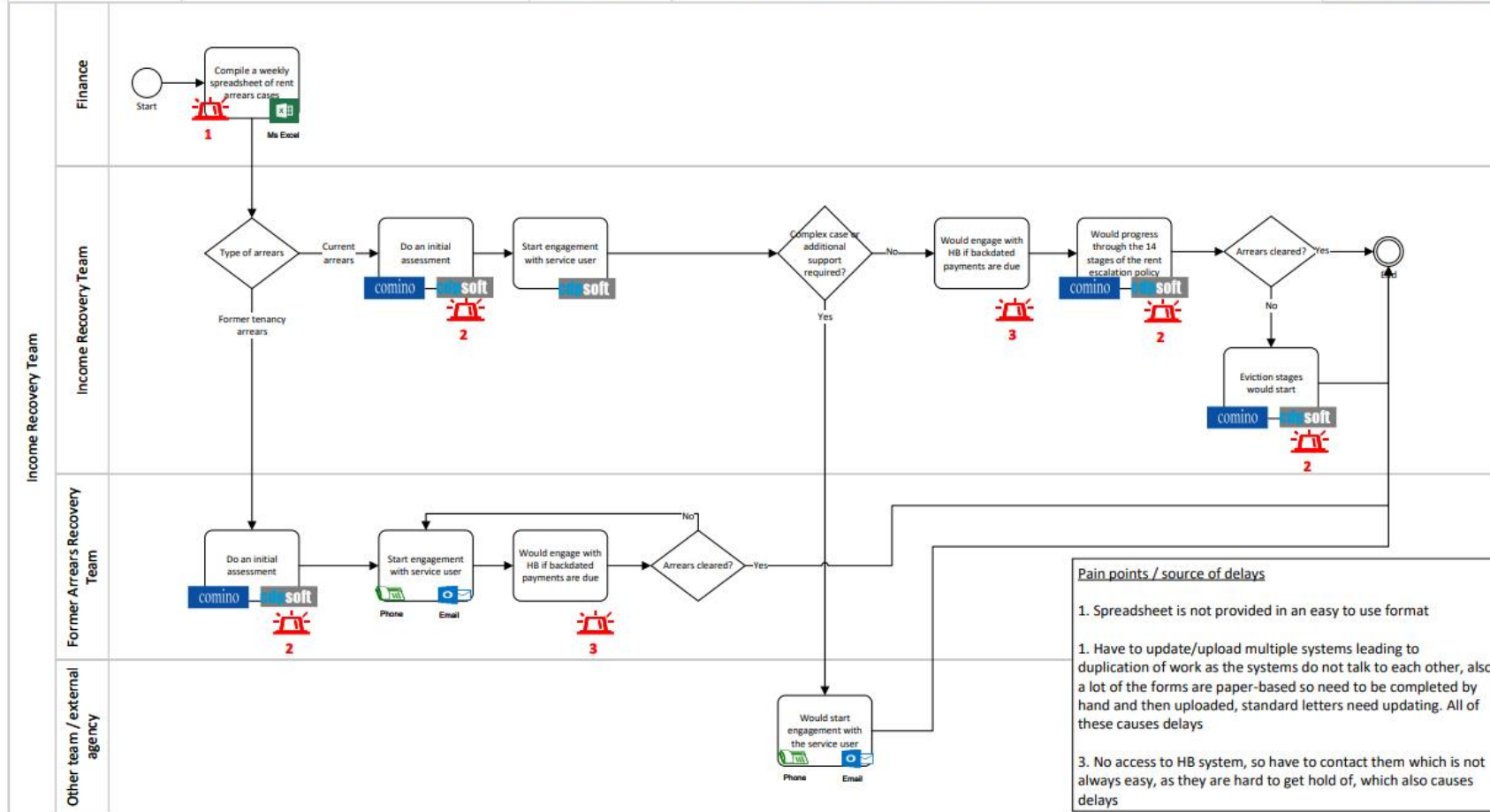
The CST team is committed to supporting the Housing Options service with this independent review and encourages continued communication and feedback with Trade Unions throughout this process. Please do not hesitate to bring any questions or concerns to CST.


Appendix 1:

A CST Business Analyst was linked in with services to enable deeper understanding of challenges with current processes. Feedback in the main linked to the difficulty of using multiple IT systems, and below are two visual examples of such challenges.



Project Title:	Housing Review	Process Name:	Income Recovery Team	Version No:	V1
Author:	Jahed Mortuza	Process Type:	Current as-is process	Date:	
Team Manager:		Main System Used:	NEC, CDP, Comino, CITRIX, AIMS, Rundles, Newlyn		



<p>Cabinet</p> <p>10 July 2024</p>	 <p>TOWER HAMLETS</p>
<p>Report of: Paul Patterson, Interim Corporate Director of Housing and Regeneration</p>	<p>Classification: Unrestricted</p>
<p>Former Shapla School interim use</p>	

Lead Member	Councillor Saied Ahmed, Cabinet Member for Resources and the Cost of Living
Originating Officer(s)	Dave Hughes, Director Regeneration & Assets Wards
Wards affected	Whitechapel
Key Decision?	No
Reason for Key Decision	This report has been reviewed as not meeting the Key Decision criteria.
Forward Plan Notice Published	12/06/2024
Exempt information	N/A
Strategic Plan Priority / Outcome	All

Special Circumstances Justifying Urgent Consideration/ ‘Reasons for Urgency

This report was published after the statutory publication deadline due to delays with internal consultation. It is important that this report is considered at this Cabinet meeting due to the need to progress the issues swiftly to meet key administration priorities.

Executive Summary

This report seeks the approval of Cabinet for the former Shapla School site to be allocated as the agreed decant site for the services identified in this report from the Professional Development Centre (PDC) and Commercial Road site until 2027 to meet the requirements for the re-development of the Professional Development Centre for the Institute of Academic Excellence and the decant of services based at Commercial Road site for housing redevelopment, of which both are Mayor Priority projects,

We request the site is retained for interim use within the Council rather than meanwhile use. This is a change to the original decision in October 2021 Cabinet that the site be considered for meanwhile use pending disposal.

Recommendations:

The Mayor in Cabinet is recommended to:

1. Approve Shapla School site is allocated as the agreed decant site for the services identified in this report from the PDC and Commercial Road site until 2027.

1 REASONS FOR THE DECISIONS

- 1.1 In October 2021, the Mayor in Cabinet approved for Shapla School to be used for meanwhile use under the delegated authority of the Corporate Director of Place. We return to Cabinet, to seek approval to use the site as an interim base for other Council services rather than meanwhile use.
- 1.2 Shapla School site has been identified within the corporate estate for the decant for services to meet the requirements for the re-development of the Professional Development Centre for the Institute of Academic Excellence and the decant of services based at Commercial Road site for housing redevelopment. This does not include the car pound which is to be relocated elsewhere.
- 1.3 We are seeking approval for allocation of the site for an interim period until 2027 whilst we continue to review the corporate landlord estate for future permanent accommodation. The proposed use is subject to planning permission and DfE consent.

2 ALTERNATIVE OPTIONS

- 2.1 There are currently no alternative options within the corporate landlord estate for the services to relocate to, to enable us to vacate the buildings identified for redevelopment and we would therefore have to look at renting on the commercial market.

3 DETAILS OF THE REPORT

- 3.1 We have reviewed the accommodation requirements for services which are being displaced from their current accommodation due to the sites being identified for future redevelopment.
- 3.2 As the corporate estate lacks buildings with parking and storage facilities, we are limited with what we can provide to meet these requirements. We have identified the former Shapla Primary School as the only site with the corporate

landlord estate, and the preferred interim site that we would like permission to use.

- 3.3 The site is located in Wellclose Square, E1 8HY and comprises of a single storey building with car park, hard standing playground, portacabin and small area with play equipment. The total site size is 1.136 acres and comprises of 18,488 sqft (1717m²) of low-rise buildings.
- 3.4 Shapla School was closed in August 2021 and deemed surplus to requirements by Children’s Services. This decision was approved by Cabinet in October 2021, delegating authority to the Corporate Director of Place to enter into meanwhile use agreements pending disposal. Between 2021 and 2024, the site was identified as interim accommodation for London Docks Secondary School if works failed to complete in time for the September 2024 intake.
- 3.5 The Shapla School site is considered to have potential for residential redevelopment, subject to planning. As part of a valuation exercise in 2020, a 123-unit scheme was assumed. On this basis and with 50% affordable housing, the valuation for disposal was approximately £11m. It is in the scope of the DfE consent regime applicable to former school sites, until 2031. The use of the site for council services is estimated to be required until 2027. In the run-up to that date, the options for the Shapla site would be developed in more detail in order to ensure that it is brought into a new use as swiftly as possible.
- 3.6 We propose for the site to be open by December 2024 to ensure we vacate PDC as the first priority. We will pursue planning permission for the change of use of the site and DfE consent for the new use of the site, ready for occupation in December 2024.
- 3.7 We have captured the background to the requirements from the three sites we have identified with accommodation requirements. The table below shows a summary of the services that would move to Shapla and those that are out of scope of the move to Shapla.

Service	Current Base	Proposed location
TH Arts & Music	PDC	Shapla
TH Schools Library Service	PDC	Shapla
Learning Advisory Service	PDC	Shapla
Enforcement/Operational Support - Managers/supervisors	Commercial Road	Shapla
Enforcement - street team	Commercial Road	Shapla
Maintenance - Managers/supervisors	Commercial Road	Shapla
NSL/TH estate staff - street team	Commercial Road	Shapla
School crossing patrol (storage only)	Commercial Road	Shapla
Park guard (Vehicle only)	Commercial Road	Shapla
Community safety (Vehicle only)	Commercial Road	Shapla
Trading standards (Storage & vehicle only)	Commercial Road	Shapla

Pest control	Commercial Road	Shapla
Parking Services - Back office/management (parking development/business/permits/refs & appeals/mobility	Commercial Road	Shapla

Outside of the scope of Shapla

Service	Current Base	Proposed location
THEP	PDC	Alternative location to be found by THEP
Residents Hub	PDC	TBC
Car Pound	Commercial Road	TBC
Parking Debt	Commercial Road	Town Hall
Housing emergency	Commercial Road	Poplar business park or St Stephens Rd

3.8 CAPITAL AND REVENUE COSTS

3.8.1.1 The capital costs to bring the site into use for the proposed services are currently estimated at £880k, we will pursue the funding for these works through the capital funding governance. New condition surveys have been procured and therefore these costs are indicative and may rise and we are reviewing internal decoration works with our in-house maintenance team to see how we can reduce these costs.

3.8.1.2 The site will continue to be operated under the Corporate Landlord model, but it has no existing budget and revenue budgets will be put together with finance colleagues from Children's Services and Communities to fund the running of the building from existing budgets including from their current accommodation charges.

4 EQUALITIES IMPLICATIONS

4.1 There are no equalities implications for the repurposing of Shapla School.

5 OTHER STATUTORY IMPLICATIONS

5.1 This section of the report is used to highlight further specific statutory implications that are either not covered in the main body of the report or are required to be highlighted to ensure decision makers give them proper consideration. Examples of other implications may be:

- Best Value Implications,
- Consultations,
- Environmental (including air quality),

- Risk Management,
- Crime Reduction,
- Safeguarding.
- Data Protection / Privacy Impact Assessment.

5.2 There are no statutory implications.

6 COMMENTS OF THE CHIEF FINANCE OFFICER

- 6.1 The report is seeking approval for the Shapla School site to be retained for interim use within the Council. This represents a change to the original decision in October 2021 where Cabinet approved the site for alternative use pending disposal
- 6.2 Capital investment totalling £880k is required to bring the site into use. There is currently no budget allocation for these works within the capital programme and the capital governance process will need to be completed to secure this funding.
- 6.3 It is proposed to move services to the Shapla School site from Commercial Road and the PDC. Commercial Road is occupied by services within Public Realm and Community Safety. The building running costs are fully met by Parking, and in 2023-24 this was £335k. As Parking is a ringfenced account, there would not be a budget transfer to meet the running costs incurred within the Corporate Landlord Model, instead a contribution to Shapla running costs will be made through a recharge if Parking is to continue to fund this on behalf of the other services that are moving from Commercial Road. The PDC is occupied by Arts and Music, Schools Library Service, and Learning Advisory Service. There is no budgetary provision that will transfer to meet the running costs of Shapla school as the budget assigned to the PDC has been approved as a 2024/25 budget saving (SAV-CHI004-2024/25). As a result, there is insufficient budget to meet the ongoing revenue costs from occupying the Shapla School site.
- 6.4 The Council will also incur void property costs relating to Commercial Road and the PDC once these sites are deemed surplus to requirements. Costs are likely to include utilities, rates, insurance, ongoing repairs & maintenance and security. There is no budgetary provision to meet these costs ahead of redevelopment.
- 6.5 The Shapla site was previously earmarked as a site suitable for housing development, subject to planning approval with a disposal value of £11m. The site is in scope of the DfE consent regime applicable to former school sites, until 2031 and therefore must be vacated ahead of this date for the Council to dispose of it. Retaining the site will result in a delay in generating a capital receipt from the site which could be used as a source of capital funding within the existing capital programme.

7 COMMENTS OF LEGAL SERVICES

- 7.1. The Council has the power to take the action proposed under section 1 of the Localism Act 2011.
- 7.2. It is understood that enquiries are taking place with the DfE to see if consent is necessary for any of the action proposed.
-

Linked Reports, Appendices and Background Documents

Linked Report

- NONE.

Appendices


- NONE.

Background Documents – Local Authorities (Executive Arrangements)(Access to Information)(England) Regulations 2012

- NONE.

Officer contact details for documents:

N/A

<p>Cabinet</p> <p>10 July 2024</p>	 <p>TOWER HAMLETS</p>
<p>Report of: Simon Baxter, Corporate Director Communities</p>	<p>Classification: Open (Unrestricted)</p>
<p>Markets Designation</p>	

Lead Member	Councillor Shafi Ahmed, Cabinet Member for Environment and the Climate Emergency
Originating Officer(s)	Ashraf Ali, (Interim Director Public Realm) Damian Patchell (Street Trading & Markets Manager)
Wards affected	Shadwell Spitalfields & Banglatown Weavers
Key Decision?	No
Reason for Key Decision	N/A
Forward Plan Notice Published	11/06/24
Exempt information	N/A
Strategic Plan Priority / Outcome	Priority 4: Boost culture, business, jobs and leisure

Special circumstances justifying urgent consideration / Reasons for Urgency

This report was not published by the statutory deadline as due to the unavoidable rearranging of the Full Council meeting, administrative processes had to be shortened and it did not prove possible to complete for this report in time for the initial agenda publication. It is important that this report is considered at this meeting as it will inform the Mayor and Cabinet’s decisions to ensure key administration priorities are met.

Executive Summary

The council undertook consultation on a proposal to alter the pitch sizes at three locations: Whitechapel, Watney & Columbia Road. In addition, at Columbia Road

there was an additional proposal to extend the market area from Ravenscroft Street to Gosset Street.

This report identifies the rationale for the proposals consulted on, the results of the consultation and the recommended action following consultation.

Recommendations:

The Mayor in Cabinet is recommended to:

1. Note the report;
2. Recommend that full Council agrees the markets improvements

Columbia Road Market – The proposal is to make permanent the temporary measures put in post-Covid:

- officially increase the pitch size to 3mx3m from something that traders have been using for more than six years.
- Make permanent the layout that has been used since reopening after Covid. This means all pitches on the north side and extended from Ravenscroft to Barnet Grove, with market parking on both side of Barnet Grove and one side of Chambord.

Watney Market

- to carry out further engagement with market traders around the use of the gazebos at a later date.
- to delegate the adoption of the new pitch size of 3m x 3.81m decision on gazebos to the Corporate Director depending on the results of engagement exercise.

Whitechapel Market

- officially designate the area that traders have been using for many years to make the official designated pitch size the one currently marked by red line, 2.57m width x 4.5m depth.

1 REASONS FOR THE DECISIONS

- 1.1 The decision will support the current traders but also help to future proof each Market for future generations.
- 1.2 At Columbia Road it will enable a safe environment for visitors and traders alike and solve a key challenge highlighted by the Columbia Road Action Plan (Tower Hamlets 2022-2027 Markets Improvement Plan) with respect to the restrictive market layout.
- 1.3 At Watney it will solve the challenge of the environment and look of the market area, by enabling the use of new stalls that will be confined to the

trader's pitch size. This was highlighted in the Watney Action Plan from the Tower Hamlets 2022-2027 Markets Improvement Plan.

- 1.4 At Whitechapel it will enable us to deliver a key part of the Whitechapel Action plan improved trader facilities in the form of new stalls with no detriment to the space being used by the traders.

2 ALTERNATIVE OPTIONS

- 2.1 "Do nothing" option. The council could choose not to make any changes and keep the status quo. This is not recommended because it leaves the council open to challenge. For Columbia Road market, this could mean 50% of traders losing their licence and could force the closure of the market on health and safety grounds.

3 DETAILS OF THE REPORT

- 3.1 Tower Hamlets boasts some of the most iconic and internationally renowned street markets in London. Under the Local London Authorities Act 1990, councils must licence individual parts of the highway, also known as designation. These are usually single stalls, or clusters of stalls in markets.

Consultation proposals and responses

- 3.2 As part of our support package for markets and traders, the council undertook consultation on a proposal to increase the designated pitch sizes at three locations Whitechapel, Watney & Columbia Road. In addition, at Columbia Road there was an additional proposal to extend the market area from Ravenscroft Street to Gosset Street. These proposals were carried out in accordance with the statutory requirements under sections.24 and 27 of the London Local Authorities Act 1990.
- 3.3 **Whitechapel Market** – The proposal is to officially designate the area that traders have been using for years to take the official designated pitches from "red line" to "red Line". All traders on Whitechapel market were consulted.
- 3.4 No market traders responded to the survey, this is not surprising as we are looking to officially designate space traders claimed some time ago so they will not necessarily felt the need to participate.
- 3.5 **Watney Market** – The proposal is to increase the width of the pitch to 3m from 2.74m to enable traders to use the Gazebos that had been ordered for them. All traders on Watney market were consulted.
- 3.6 Disappointingly no market traders responded to the consultation, but it only impacts them positively so is not a surprise.

- 3.7 Officers found that the gazebo solution was not universally positively received by traders. This is due to the length of time it has taken to make these changes due to the issues discovered at Watney with water penetration and the subsequent extensive works taking place.
- to carry out further engagement with market traders around the use of the gazebos at a later date.
 - adopt the new pitch size should there be a positive response from that engagement.
- 3.8 **Columbia Road Market** – The proposal is to make permanent the temporary measures put in post-Covid:
- officially increase the pitch size to 3mx3m from something that traders have been using for more than six years.
 - make permanent the layout that has been used since reopening after Covid. This means all pitches on the north side and extended from Ravenscroft to Barnet Grove, with market parking on both side of Barnet Grove and one side of Chambord.
- 3.9 Consultation was wider for this proposal. There was a public consultation due to the additional section being designated, in addition, it included all residents and businesses from Chambord Street to Barnet Grove. Markets are not compelled to do so, but we very much value the views of the residents and businesses where the market operates, so a letter drop was carried out through every letterbox.
- 3.10 The additional consultation at Columbia Road was due to the additional area being proposed in addition to the larger pitch size.
- 3.11 For Columbia Road market, there were eight responses from two market traders, one from a resident/business owner, one from a resident and four from businesses. See Appendix 1.
- 3.12 Consultees were asked:
- Are you in favour of the pitch size increasing to 3m x 3m?
Six out of eight respondents were in favour. Of those that said they were not in favour, one was a business owner who was concerned about the stall space affecting space around their shop.
- Are you in favour of making permanent the pitch layout designation that was changed after markets reopened?
Seven out of eight respondents said they were in favour.
- 3.13 The majority of responses were positive and certainly there is no great opposition to the layout. All responses from traders were positive. The current conditions have been in place for 4.5 years and has been widely well received.

- 3.14 We do not consult with the visitors on administrative issues to do with markets. However, one visitor commented that they felt safer with the current layout than they had with the previous layout pre-Covid.
- 3.15 Markets officers took advice from Corporate Health and Safety and found that the option to do nothing and keep the designated pitch sizes and layout was not viable. This is due to pedestrian congestion and lack of escape routes in an emergency.
- 3.16 Officers recommendation is to carry out the changes consulted on. The layout has almost universal agreement and creates a more pleasant, safer environment including lessening the prevalence of pick pockets and mitigating some of the risk from a hostile vehicle attack.
- 3.17 In addition, it is not a viable option to keep the temporary format without making a decision, as this would leave the council open to challenge forcing us back to the old layout, which at best would mean 50% of the traders losing their licence and could force the closure of the market due to safety.
- 3.18 Full to the Columbia Road market consultation are included as appendix 1.

4 EQUALITIES IMPLICATIONS

- 4.1 A draft equalities analysis is attached (Appendix 4x).
- 4.2 There are no equalities implications to any protected characteristic groups. The changes being proposed will enhance the look and feel of these markets, making them more attractive and safer for market stall holders and market user visitors.

5 OTHER STATUTORY IMPLICATIONS

- 5.1 This section of the report is used to highlight further specific statutory implications that are either not covered in the main body of the report or are required to be highlighted to ensure decision makers give them proper consideration. Examples of other implications may be:
- Best Value Implications,
 - Consultations,
 - Environmental (including air quality),
 - Risk Management,
 - Crime Reduction,
 - Safeguarding.
 - Data Protection / Privacy Impact Assessment.
- 5.2 Best Value: The council considered the economy, efficiency and effectiveness of this proposal to fulfil the best value duty. The changes being proposed will enhance the look and feel of these markets, making them more attractive and safer for market stall holders and market user visitors. These enhancements

fit in with the council's strategic priority to boost culture, business, jobs and leisure.

- 5.3 Crime Reduction: Due to the success and the high footfall at Columbia Road it has historically attracted professional pick pockets, the recommended changes open up the area and reduce the cramped conditions where pick pockets can thrive.
- 5.4 Consultation: Market traders were consulted by a letter drop and by email. Whilst there were disappointingly few responses from market traders, officers are confident that they are able to adequately represent views because of the ongoing day-to-day engagement work of the service.

6 COMMENTS OF THE CHIEF FINANCE OFFICER

- 6.1 This report is seeking approval to formalise the market designations at three markets, Whitechapel, Watney and Colombia Road. Amending the pitch sizes will not generate any additional income for the markets. The cost of the consultation with traders will be contained within existing budget provision and therefore there are no financial implications emanating from the report.

7 COMMENTS OF LEGAL SERVICES

- 7.1 It should be noted that this report uses the terms "markets" and "street trading." In law, there is a difference between the two. However, this report is concerned only with street trading under the London Local Authorities Act 1990 (LLAA 1990) and where "markets" is used, it is as a convenient shorthand.
- 7.2 Street trading within London is governed by Part 3 of LLAA 1990. Section 24 provides for an authority to designate a street within its area as a "licence street" for the purposes of street trading, where it thinks street trading should be permitted.
- 7.3 Before passing such a resolution, s.24(1) LLAA 1990 requires that the Commissioner of the Metropolitan Police is consulted. There is no requirement to consult more widely, but the authority has chosen to do so in respect of Columbia Road market. A notice containing a draft of the resolution and that representations may be made within a specified period (being not less than 28 days after the publication of the notice) must be published in a local newspaper in the area.
- 7.4 The authority must consider any representations received during the consultation period. If it then thinks fit to do so, it may publish a resolution designating the street(s) in question as licence streets under LLAA 1990. This must be published in a local newspaper in two consecutive weeks. The first such notice must be published not later than 28 days before the day on which the resolution comes into force. The report confirms that these statutory requirements have been complied with.

- 7.5 Street trading licences will contain conditions regulating, for example, the hours of trading, the commodities which may be sold, and the days on which trading is permitted. The Council may, by virtue of s.27(3) LLA 1909, make regulations prescribing standard conditions that apply to all street trading licences. These conditions also address the dimensions of pitches in different markets. The Council has standard conditions.
- 7.6 Where the Council choose to make such regulations, it must publish notice of its intention to do so in a local newspaper in the area. The notice must contain a draft of the resolution to be passed and confirm that representations may be made to the authority within a defined period. That period cannot be less than 28 days from the date of publication of the notice. The Council must also consult the licence holders or a body or bodies of persons representative of them.
- 7.7 The authority must consider any representations received during the consultation period. If it then thinks fit to do so, it may make the regulations and notify the licence holders or a body or bodies of persons representative of the licence holders. The report confirms that the statutory requirements have been complied with.
- 7.8 All functions of an authority under Part 3 LLA 1990 are non-executive functions by virtue of Regulation 2 and Paragraph 20 of Schedule 2 to the Local Authorities (Functions and Responsibilities) Regulations 2000. These provide that the Part 3 functions are not to be the responsibility of the executive.

Linked Reports, Appendices and Background Documents

Linked Report

- NONE.

Appendices

Consultation Responses (Appendix 1)

- Artists Impressions of Watney with Gazebo (Appendix 2a, 2b & 2c)
- Columbia Road Maps (Appendix 3a & 3b)
- Draft Equalities Impact Assessment (Appendix 4)
- Designation Notice Columbia Road (Appendix 5)

Background Documents – Local Authorities (Executive Arrangements)(Access to Information)(England) Regulations 2012

- NONE.

Officer contact details for documents:

Simon Baxter, Corporate Director Communities

Ashraf Ali, Director Public Realm

Michael Darby, Head of Parking, Mobility & Markets Services

Damian Patchell, Street Trading & Markets Manager

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Designation Consultation Feedback

Background

On 7th December we started a 28 day consultation on a proposal to alter the Pitch sizes at three locations Whitechapel, Watney & Columbia Road in addition at Columbia road there was an additional proposal to extend the Market area from Ravenscroft Street to Gosset Street. Below the reasons for each are explained. The final decision of making the changes are a full council decision as stipulated in the LLAA 1990.

Whitechapel – The consultation was with all traders on Whitechapel and was to officially designate the area that traders have been using for years to take the official designated pitches from “red line” to “red Line”.

Watney – The consultation was with all traders on Watney and was to extend to width of the pitch to 3m from 2.74m to enable traders to use the Gazebos that had been ordered for them.

Columbia – We carried out a wider consultation to include all residents and businesses from Chambord Street to Barnet Grove. Markets are not compelled to do so, but we very much value the views of the residents and businesses where the Market operates, so a letter drop was carried out through every letterbox. The consultation was to officially increase the pitch size to 3mx3m from something that traders have been using for more than six years. It was also to make the layout that has been used since reopening after Covid. This means all pitches on the North side and extended from Ravenscroft to Barnet Grove, with market parking on both side of Barnet Grove and one side of Chambord.

Responses

Whitechapel – 0 Responses

Watney – 0 Responses

Columbia

There have been eight responses 2 from Market Traders, one from a resident/business owner, one from a resident and four from businesses, below are a breakdown.

Respondent Type	In Favour (Yes/No)	Within Designation Area (Yes/No)	Within Local Area (Yes/No)	Feedback
Business 1	No, unless changes to layout near their shop	Yes	N/A	Issues with regard to the gap between pitches. This has been investigated and rectified.
Business 2	Yes	Yes	N/A	Feels safer, more user friendly, far better experience for visitors & shop owners

Business 3	Yes	Yes	N/A	No crowding easier flow of pedestrians, better access for pushchairs, wheelchairs, Can now see and access the shops resulting in upturn of customers. Decrease in pickpocketing theft. Better atmosphere all round
Business 4	Yes	Yes	N/A	Better, and safer, for traders, shops and the general public.
Resident/Business	Yes	Yes	N/A	Much more enjoyable experience Means shops are more easily accessible
Resident	No	No	Yes	Against the parking and unloading of Market vehicles. Had issues with the Christmas Wednesdays (the Christmas Wednesdays are a business initiative not related to this)
Market Trader 1	Yes	Yes	N/A	Wants it to continue with clear pitch markings
Market Trader 2	Yes	Yes	N/A	For it wants to stay in same pitch position

DRAFT

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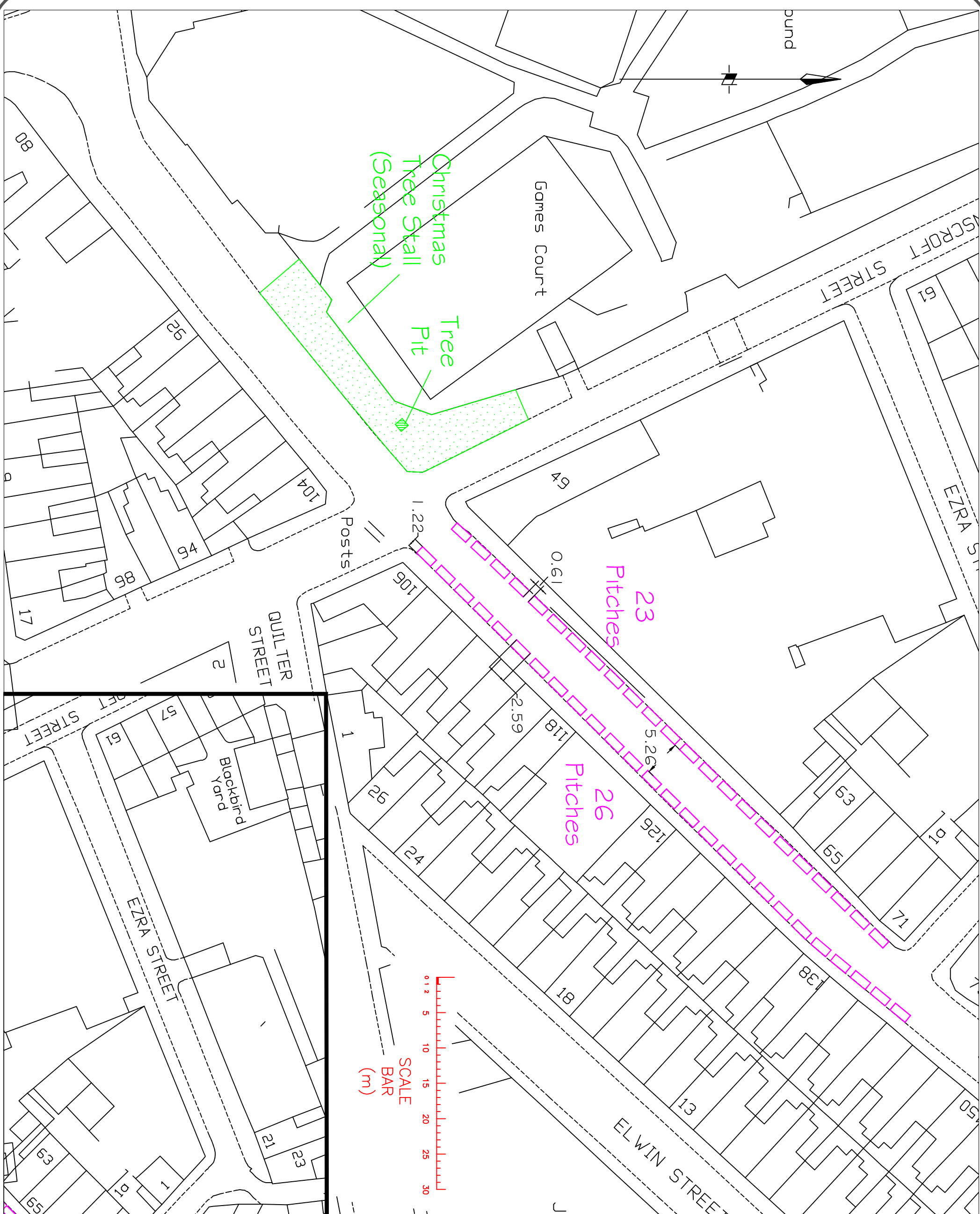
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General Notes

Drawn copyright and database rights 2015 Ordnance Survey
London Borough of Tower Hamlets 100012288.

No.	Revision details	Date
1	LBTH/PR/ENG/059	

COLUMBIA ROAD MARKET

EXISTING PITCH LAYOUT
OCT 2017

TOWER HAMLETS
DIRECTORATE OF PLACE
ENGINEERING SERVICE
Design & Construction
John Orslow House
1 Ewart Place
London, E3 5EQ
Tel: 020-7384-5000

Drawn	GR	Checked	CG
Scale	1/500	Date	OCT 2017
Revision			

A3 FRAME

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NOTE

EXACT PITCH LOCATION TO BE CONFIRMED BY MEASUREMENTS ON SITE

(EACH PITCH – 3m x 3m)

No.	Revision/Issue	Date

LONDON BOROUGH OF TOWER HAMLETS
DIRECTORATE OF PLACE
HIGHWAYS & TRANSPORTATION



Design & Delivery
Mulberry Place
5 Clove Crescent
London E14 2BG
0207 364 5000

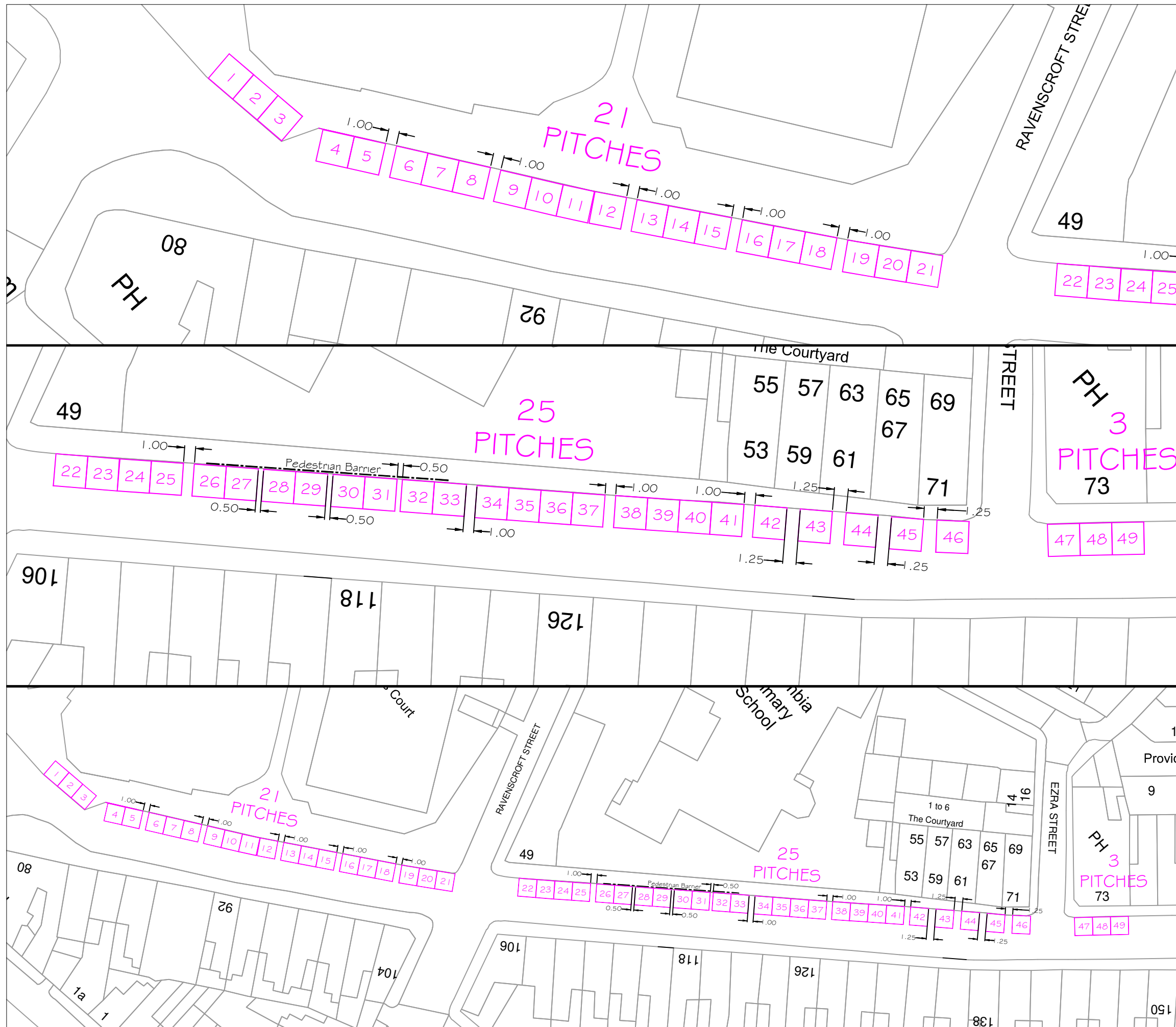
Job

COLUMBIA ROAD

Title

MARKET PITCH LOCATIONS
(NOV. 2021)

Drg No LBTH/P/PR/ENG/2021/84(A)	Sheet
Date NOV.2021	Drm GR
Scale NTS	Checked DP



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Equality Impact Analysis Screening Tool

Section 1: Introduction

Name of proposal For the purpose of this document, 'proposal' refers to a policy, function, strategy or project
Markets Designation
Service area and Directorate responsible
Parking, mobility and market services, Public Realm, Communities Directorate
Name of completing officer
Damian Patchell – Markets & Street Trading Manager
Head of Service
Damian Patchell – Markets & Street Trading Manager; Michael Darby – Head of parking, mobility and markets

The Equality Act 2010 places a 'General Duty' on all public bodies to have 'due regard' to the need to:

- Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act
- Advance equality of opportunity between those with 'protected characteristics' and those without them
- Foster good relations between those with 'protected characteristics' and those without them

This Equality Impact Analysis provides evidence for meeting the Council's commitment to equality and the responsibilities outlined above. For more information about the Council's commitment to equality, please visit the Council's [website](#).

Section 2: Summary of proposal being screened

Describe the proposal including the relevance of proposal to the general equality duties and protected characteristics under the Equality Act 2010

The council proposes to make markets improvements to Columbia Road Market, Watney Market and Whitechapel Market. Specifically, the proposal is to increase the Pitch sizes at all three locations and make permanent the market layout, spacing and extension of

Columbia Road market that was brought in in 2020, extending it to Ravenscroft and Gosset Streets.

The report recommends formalising informal and temporary measures, custom and practice, there is no change to existing set up being proposed in the report.

The markets improvements described in the report to Full Council were put in place in 2020 as a response to the Covid-19 emergency. The council responded to national guidance issued to support councils to ensure that markets could operate in a covid secure way.

The proposal supports the council to the sustainability of street markets. The proposals reflect the changing need of our community who want to feel welcomed, safe, accommodated and valued. Post Covid the setup of Columbia Road market was restrictive for pedestrians trying to access the shops, risking their viability.

The market is now less stall dense, meaning it is easier for free flow of pedestrian movement, particularly for residents who may have mobility difficulties, for example older people, disabled people, people with children and buggies.

The proposals to install gazebos at Watney market will have a positive impact on stall holders and market users alike. The gazebos will provide shelter and provide an improved visual impression of the markets which may increase footfall and ensure the borough's markets remain viable.

The council does not hold information on market traders by protected characteristic.

There is no direct or indirect disproportionate impact of these proposals to market traders based on any protected characteristics.

Section 3: Equality Impact Analysis screening

Is there a risk that the policy, proposal or activity being screened disproportionately adversely impacts (directly or indirectly) on any of the groups of people listed below? Please consider the impact on overall communities, residents, service users and Council employees. This should include people of different:	Yes	No	Comments
--	------------	-----------	-----------------

▪ Sex	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
▪ Age	<input type="checkbox"/>	<input checked="" type="checkbox"/>	There will be a positive impact of formalising the improvements to the layout and extension of the Columbia Road market. The proposal will provide more free flow space which would be particularly beneficial for residents who are older who may have mobility problems.
▪ Race	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
▪ Religion or Philosophical belief	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
▪ Sexual Orientation	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
▪ Gender re-assignment status	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
▪ People who have a Disability (physical, learning difficulties, mental health and medical conditions)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	There will be a positive impact of formalising the improvements to the layout and extension of the Columbia Road market. The proposal will provide more free flow space which would be particularly beneficial for residents who are older who may have mobility problems or use a wheelchair.
▪ Marriage and Civil Partnerships status	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
▪ People who are Pregnant and on Maternity	<input type="checkbox"/>	<input checked="" type="checkbox"/>	People who are pregnant or on maternity will continue to benefit from more space created by the market designation. Less crowded and tightly packed market stalls may make people who are pregnant, carrying a baby or using a pushchair feel safer.
• People who have Care Experience	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
You should also consider:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	

<ul style="list-style-type: none"> ▪ Parents and Carers ▪ Socio-economic status ▪ People with different Gender Identities e.g. Gender fluid, Non-binary etc. ▪ Other 			
---	--	--	--

If you have answered **Yes** to one or more of the groups of people listed above, **a full Equality Impact Analysis is required**. The only exception to this is if you can 'justify' the discrimination (Section 4).

Section 4: Justifying discrimination

Are all risks of inequalities identified capable of being justified because there is a:	
(i) <i>Genuine Reason</i> for implementation	<input type="checkbox"/>
(ii) The activity represents a <i>Proportionate Means</i> of achieving a <i>Legitimate Council Aim</i>	<input type="checkbox"/>
(iii) There is a <i>Genuine Occupational Requirement</i> for the council to implement this activity	<input type="checkbox"/>

Section 5: Conclusion

Before answering the next question, please note that there are generally only two reasons a full Equality Impact Analysis is not required. These are:

- The proposal is likely to have **no or minimal impact** on the groups listed in section three of this document.

Conclusion details

Based on your screening does a full Equality Impact Analysis need to be performed?

Yes	No
<input type="checkbox"/>	<input checked="" type="checkbox"/>

If you have answered **YES** to this question, please complete a full Equality Impact Analysis for the proposal

If you have answered **NO** to this question, please detail your reasons in the 'Comments' box below

Comments

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LONDON BOROUGH OF TOWER HAMLETS
Proposed Street Trading Designations

Notice is hereby given in accordance with, and under the powers granted by Section 24 of the London Local Authorities Act 1990 (as amended), of the introduction and/revision of the Street Trading Designation as set in the table below. Representations relating to this notice may be made in writing to the Borough Council within 28 days of this notice's publication to the Markets & Street Trading Manager, 131 Commercial Street, London E1 6BJ.

Market Location	Current Designation	Proposed Designation
Columbia Road Market	Temporary Designation of the highway – Columbia Road from Ravenscroft Street to Gosset Street Junction. Area currently operates as part of the Flower Market on a Sunday. Christmas Trees previous 4 Sundays to Christmas Day. Trading Times 08:00-14.00.	Sunday – Trading times 08.00-14:00. Permanent designation of highway – Columbia Road from Ravenscroft Street to Gosset Street Junction. Christmas Trees previous 5 Sundays to Christmas Day.

Note: This notice is in respect of designation, and allows the Council the option of granting street trading licences.

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<p>Cabinet</p> <p>10 July 2024</p>	 <p>TOWER HAMLETS</p>
<p>Report of: Simon Baxter, Corporate Director Communities</p>	<p>Classification: Open (Unrestricted)</p>
<p>Street trading fees and charges</p>	

Lead Member	Councillor Shafi Ahmed, Cabinet Member for Environment and the Climate Emergency
Originating Officer(s)	Ashraf Ali, (Interim Director Public Realm) Damian Patchell (Street Trading & Markets Manager)
Wards affected	(All Wards);
Key Decision?	No
Reason for Key Decision	N/A
Forward Plan Notice Published	11/06/2024
Exempt information	N/A
Strategic Plan Priority / Outcome	Priority 4: Boost culture, business, jobs and leisure

Special circumstances justifying urgent consideration / Reasons for Urgency

This report was not published by the statutory deadline as due to the unavoidable rearranging of the Full Council meeting, administrative processes had to be shortened and it did not prove possible to complete for this report in time for the initial agenda publication. It is important that this report is considered at this meeting as it will inform the Mayor and Cabinet’s decisions to ensure key administration priorities are met.

Executive Summary

Fees and charges are reviewed annually as part of the financial and business planning process. This ensures that they are set at the appropriate level for the

prevailing economic circumstances and represent good practice in terms of the Council's aim to provide value for money.

In December 2023, the council consulted street traders on increasing street trading fees. his report presents the findings of the consultation and recommends fees for 2024/25. Fees and charges relating to street trading must be approved by full Council.

Recommendations:

The Mayor in Cabinet is recommended to:

- Note the consultation response.
- Recommend to full Council that it agrees option 2, namely to increase the street traders and markets fees by 3.1% from September 2024.

1 REASONS FOR THE DECISIONS

- 1.1 Fees and charges are reviewed annually as part of the financial and business planning process. This ensures that they are set at the appropriate level for the prevailing economic circumstances and represent good practice in terms of the Council's aim to provide value for money. They are set as to not create a surplus, in line with the London Local Authorities Act 1990, but only to pay for allowed costs and charges.

2 ALTERNATIVE OPTIONS

- 2.1 "Do nothing" option. The council could choose to not increase fees. This option would mean that we would not be attempting to address the increased costs associated with administering the markets.

3 DETAILS OF THE REPORT

Consultation responses

- 3.1 On 7th December 2023 we started a 28-day consultation on a proposal to increase street trading fees and charges by approximately 3.1%, below the 9% that was calculated to be need to match the projected Market costs, when the fees were calculated. The lower increase supports the Mayor's commitment to boost business, and specifically to support markets.
- 3.2 The 3.1% matches the amount of the last time the service consulted on fees and charges in February 2022.

- 3.3 In addition to the statutory public notice, all traders and high street businesses who held licences were written to, equating to approximately 600 street traders and 200 high street businesses.
- 3.4 Traders were asked their opinion on the fee increases. Just three responses were received from street traders, one was received from a high street business which had an advertising board licence, and none were received from any other source.
- 3.5 Unsurprisingly, all four were opposed to the increases. One of the three was comparing the difference between a new trader introductory offer and a casual fee instead of the change between the casual to proposed casual fee of just £1.20. their reduced limited time 'regeneration' fee for new market stall holders to trading under a casual licence as a more established trader.
- 3.6 Full consultation responses can be found in appendix 1.

Fee options

- 3.7 Managing markets and street trading costs the council in excess of £2m per year. There has been a decline in the number of traders in markets in Tower Hamlets over 20 years, which in the last two we have started to plateau out. This is due factors including an aging trader base, the competition from online shopping and discounted high street stores, the pressure on storage for equipment and more recently the inability to compete with competition exploiting social media. Revenue from fees is predicted to show a shortfall of £120,000 based on a 3.1% increase if implemented for the full 2024/25 financial year.
- 3.8 To minimise the deficit, the council can take the following options:
- Option 1 – implement fees as consulted on at approximately 3.1% increase retrospectively from April 2024
 - Option 2 – implement fees as consulted on at approximately 3.1% from September 2024
 - Option 3 – do nothing.
- 3.9 There is an expected deficit between fees and operational costs in the 2024/25 financial year. If the council opts to not increase markets fees, the deficit is likely to be in the region of £180,000.

Supporting markets in Tower Hamlets

- 3.10 The council is making a number of improvements to the infrastructure and management of markets in the borough. These include:
- Implementation of larger pitch sizes at Columbia, Watney and Whitechapel.
 - New gazebos and anchor points at Watney

- Improved storage facilities at Watney
- New trader storage at Whitechapel
- Improved waste management and infrastructure at Whitechapel
- New stalls at Whitechapel
- New trader power points at Petticoat Lane and Brick Lane

3.11 These improvements are at no cost to the traders and are completely separate to the fees and charges.

5. EQUALITIES IMPLICATIONS

5.1 An equalities analysis is attached (Appendix A).

6. OTHER STATUTORY IMPLICATIONS

6.1 This section of the report is used to highlight further specific statutory implications that are either not covered in the main body of the report or are required to be highlighted to ensure decision makers give them proper consideration. Examples of other implications may be:

- Best Value Implications,
- Consultations,
- Environmental (including air quality),
- Risk Management,
- Crime Reduction,
- Safeguarding.
- Data Protection / Privacy Impact Assessment.

6.2 **Best Value:** The council considered the economy, efficiency and effectiveness of this proposal to fulfil the best value duty. The council has made significant investment in markets and high streets in the borough. The fee increase recognises the need to balance the markets trading account with the need to boost business and support traders in our world famous markets. Through benchmarking Should the increase go ahead our fees will still be amongst the lowest in London.

7 COMMENTS OF THE CHIEF FINANCE OFFICER

7.1 This report seeks full council approval to increase the Street Trading (markets) fees and charges by 2024/25 by 3.1%. This is in line with the fees and charges report approved by Cabinet in January 2024 and represents a below RPI increase.

7.2 The street trading account is ringfenced and budgets to breakeven each year. Any surplus is transferred to the street trading reserve for use to mitigate future year overspends or for work within the street trading service. Due to a loss of traders the service has been running at a deficit for several years and the reserve has been used in full. The deficit in 2023/24 was £300k and became a pressure on the General Fund.

- 7.3 Increasing the fees and charges by 3.1% will generate £123k additional income and this income target has been built into the budget for 2024/25. The fees were due to be increased in February 2024, ahead of the new financial year. Assuming trader numbers remain constant, delaying or not increasing the fees and charges by 3.1% will have an adverse impact on income collection when compared with budget. Increasing the charges from 1 September 2024 will result in an income shortfall of £51k and this will increase to £123k if the fees and charges remain at 2023/24 levels. These amounts would need to be mitigated within the Street Trading service to prevent an overspend within the General Fund.

8 COMMENTS OF LEGAL SERVICES

- 8.1 It should be noted that this report uses the terms “markets” and “street trading.” In law, there is a difference between the two. However, this report is concerned only with street trading under the London Local Authorities Act 1990 (LLAA 1990) and where “markets” is used, it is as a convenient shorthand.
- 8.2 Street trading within London is governed by Part 3 of LLAA 1990. Section 32(1) permits an authority to charge fees for the grant, renewal or variation of a street trading licence as it considers to be sufficient to recover the administrative or other costs of the regime.
- 8.3 Section 32(2) permits the council to recover from licence holders the charges (if not recovered by alternative means) for providing services such as refuse collection, disposal and removal, street cleaning, other administrative costs, and the costs of enforcement.
- 8.4 The Act makes provision as to the timing of payment of fees and charges and also allows the authority to agree to accept payments by instalments (s.32(3) and (4)).
- 8.5 These fees and charges can also be imposed with respect to temporary street trading licences.
- 8.6 Before imposing or varying charges, s.32(7) requires the authority to give notice of the proposed changes to licence holders or to a body or bodies representative of the licence holders and to publish a notice of the proposed charges in a local newspaper in the area. The notice is required to include a statement of how the proposed fees and charges have been calculated and, where further information is sought by representative bodies as to the calculations, that is to be provided.
- 8.7 The notice of proposed charges must allow for a period of at least 28 days from the date of publication in the newspaper for written representations to be received. The authority is under a duty to consider those representations. If the Council decides to impose the proposed variation, it must again publicise

this and the date on which they come into effect in the same manner as the proposal. The consultation requirements have been complied with.

- 8.8 All functions of an authority under Part 3 LLAA 1990 are non-executive functions by virtue of Regulation 2 and Paragraph 20 of Schedule 2 to the Local Authorities (Functions and Responsibilities) Regulations 2000. These provide that the Part 3 functions are not to be the responsibility of the executive.

Linked Reports, Appendices and Background Documents

Linked Report

- NONE.

Appendices

- Draft consultation responses (Appendix 1)
- Draft fees & charges comparison 2023/24 to 2024/25 table format (Appendix 2)
- Draft Equalities Impact Assessment (Appendix 3)
- Draft options analysis (Appendix 4)

Background Documents – Local Authorities (Executive Arrangements)(Access to Information)(England) Regulations 2012

- NONE.

Officer contact details for documents:

Simon Baxter, Corporate Director Communities

Ashraf Ali, Director Public Realm

Michael Darby, Head of Parking, Mobility & Markets Services

Damian Patchell, Street Trading & Markets Manager

December 2023

Responses

There have been just four responses all from Market Traders of which we have approximately 600 registered, below are the background of those who have responded.

Market	Trading Days	Perm/Casual	Commodity	4 Weekly increase	Response Overview
Chrip	Mon-Sat (2 Pitches)	Perm	Fruit & Veg	£18.80 x 2	Difficult to pay current fees
Bethnal Green Roman Rd	Mon-Sun	Casual	A-Board	£2.80	Costs should be taken from elsewhere
Petticoat Lane	Sun	Casual	Ladies Clothes	£5.20	Not as busy as pre-covid, struggling to make a profit
Roman Road	Saturday	Casual	Knitted Clothes	£1.20 (only trades once a month)	Comparing a discounted fee to a Casual fee

The feedback is all against the increasing of the fees, for context the Petticoat Lane Trader has only been licenced since 2022, so does not have pre Covid trading as a comparison and the Roman Road trader is comparing the Regeneration fee that new traders can pay when they first start.

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**PROPOSED CHARGES FOR STREET TRADING IN TOWER HAMLETS UNDER
LONDON LOCAL AUTHORITIES ACT 1990 (as amended) Section 32**

Notice is hereby given that under Section 32(10) of the London Local Authorities Act 1990 (as amended) (hereinafter referred to as 'The Act') the Mayor and Burgesses of the London Borough of Tower Hamlets (hereinafter referred to as 'the Council') have determined fees and charges to street trading licence holders under Section 32(1) and (2) of the Act as set out below with effect from Monday 1st April 2024.

MARKETS		CURRENT DAILY CHARGES 2023/24			Proposed 2024			
		MON-FRI	SAT	SUN	MON-FRI		SAT	
PERMANENT TRADING FEES					Daily Charges	Increase per day	Daily Charges	Increase per day
BACON STREET		N/A	N/A	£39.20	N/A	N/A	N/A	N/A
BETHNAL GREEN ROAD		£9.30	£26.90	N/A	£9.60	£0.30	£27.80	N/A
BRICK LANE		N/A	N/A	£39.20	N/A	N/A	N/A	N/A
CHESHIRE STREET		N/A	N/A	£39.20	N/A	N/A	N/A	N/A
CHRISP STREET (NORMAL)		£9.30	£27.90	N/A	£9.60	£0.30	£28.80	N/A
(LARGE)		£10.40	£48.50	N/A	£10.80	£0.40	£50.10	N/A
COLUMBIA ROAD		N/A	N/A	£51.60	N/A	N/A	N/A	N/A
PETTICOAT LANE (NON-FOOD)*		£8.30	N/A	£37.20	£8.60	£0.30	N/A	N/A
ROMAN ROAD		£9.30	£27.90	N/A	£9.60	£0.30	£28.80	N/A
ROMAN ROAD SQUARE		£9.30	£27.90	N/A	£9.60	£0.30	£28.80	N/A
SCALTER STREET		N/A	N/A	£39.20	N/A	N/A	N/A	N/A
STROUDLEY WALK		£9.30	£27.90	N/A	£9.60	£0.30	£28.80	N/A
WATNEY STREET		£9.30	£27.90	N/A	£9.60	£0.30	£28.80	N/A
WHITECHAPEL ROAD		£10.40	£33.00	N/A	£10.80	£0.40	£34.10	N/A
		*STREETS WITHIN PETTICOAT LANE – BELL LANE, COBB STREET, GOULSTON STREET, MIDDLESEX STREET, NEW GOULSTON STREET, STROUDLEY WALK, WENTWORTH STREET						
PERMANENT FRUIT & VEG/FISH TRADING FEES		MON-FRI	SAT	SUN	MON-FRI		SAT	
					Daily Charges	Increase per day	Daily Charges	Increase per day
BETHNAL GREEN ROAD		£20.70	£36.10	N/A	£21.40	£0.70	£37.30	N/A
BRICK LANE		N/A	N/A	£41.00	N/A	N/A	N/A	N/A
CHRISP STREET (NORMAL)		£20.70	£36.10	N/A	£21.40	£0.70	£37.30	N/A
(LARGE)		£22.70	£50.60	N/A	£23.50	£0.80	£52.20	N/A
ROMAN ROAD		£20.70	£36.10	N/A	£21.40	£0.70	£37.30	N/A
WATNEY		£20.70	£36.10	N/A	£21.40	£0.70	£37.30	N/A
WHITECHAPEL ROAD		£25.80	£36.10	N/A	£26.60	£0.80	£37.30	N/A
PERMANENT HOT FOOD VENDOR TRADING FEES		MON-FRI	SAT	SUN	MON-FRI		SAT	
					Daily Charges	Increase per day	Daily Charges	Increase per day
BETHNAL GREEN ROAD		£22.70	£31.00	N/A	£23.50	£0.80	£32.00	N/A
BRICK LANE		N/A	N/A	£47.50	N/A	N/A	N/A	N/A
CHRISP STREET		£22.70	£31.00	N/A	£23.50	£0.80	£32.00	N/A
PETTICOAT LANE*		£22.70	N/A	£37.20	£23.50	£0.80	N/A	N/A
ROMAN ROAD		£22.70	£31.00	N/A	£23.50	£0.80	£32.00	N/A
ROMAN ROAD SQUARE		£22.70	£31.00	N/A	£23.50	£0.80	£32.00	N/A
SCALTER STREET		£22.70	£31.00	N/A	£23.50	£0.80	£32.00	N/A
WATNEY STREET		£22.70	£31.00	N/A	£23.50	£0.80	£32.00	N/A
WHITECHAPEL ROAD		£22.70	£31.00	N/A	£23.50	£0.80	£32.00	N/A
TEMPORARY TRADING FEES		MON-FRI	SAT	SUN	MON-FRI		SAT	
					Daily Charges	Increase per day	Daily Charges	Increase per day
BACON STREET		N/A	N/A	£43.40	N/A	N/A	N/A	N/A
BETHNAL GREEN		£24.80	£36.10	N/A	£25.60	£0.80	£37.30	N/A

BRICK LANE	N/A	N/A	£45.40	N/A	N/A	N/A	
CHESHIRE STREET	N/A	N/A	£43.40	N/A	N/A	N/A	
CHRISP STREET	£23.80	£34.10	N/A	£24.60	£0.80	£35.20	
COLUMBIA ROAD	N/A	N/A	£61.90	N/A	N/A	N/A	
PETTICOAT LANE (NON-FOOD)*	£23.80	N/A	£41.30	£24.60	£0.80	N/A	
ROMAN ROAD	£23.80	£34.10	N/A	£24.60	£0.80	£35.20	
ROMAN ROAD SQUARE	£23.80	£34.10	N/A	£24.60	£0.80	£35.20	
SCLATER STREET	£26.90	N/A	£43.40	£27.80	£0.80	N/A	
WATNEY STREET	£24.80	£35.10	N/A	£25.60	£0.80	£36.20	
WHITECHAPEL ROAD	£25.80	£36.10	N/A	£26.60	£0.80	£37.30	

*STREETS WITHIN PETTICOAT LANE – BELL LANE, COBB STREET, GOULSTON STREET, MIDDLESEX STREET, NEW GOULSTON STREET, STRATFORD STREET, WENTWORTH STREET

TEMPORARY FRUIT & VEG/FISH TRADING FEES	MON-FRI	SAT	SUN	MON-FRI		SAT	In p
				Daily Charges	Increase per day	Daily Charges	
BACON STREET	N/A	N/A	£43.40	N/A	N/A	N/A	
BETHNAL GREEN ROAD	£29.90	£38.20	N/A	£30.90	£1.00	£39.40	
BRICK LANE	N/A	N/A	£43.40	N/A	N/A	N/A	
CHESHIRE STREET	N/A	N/A	£43.40	N/A	N/A	N/A	
CHRISP STREET	£25.80	£40.30	N/A	£26.60	£0.80	£41.60	
PETTICOAT LANE *	£23.80	N/A	£41.30	£24.60	£0.80	N/A	
ROMAN ROAD	£25.80	£40.30	N/A	£26.60	£0.80	£41.60	
SCLATER STREET	N/A	N/A	£43.40	N/A	N/A	N/A	
WATNEY STREET	£29.90	£40.30	N/A	£30.90	£1.00	£41.60	
WHITECHAPEL ROAD	£29.90	£40.30	N/A	£30.90	£1.00	£41.60	

TEMPORARY HOT FOOD VENDOR TRADING FEES	MON-FRI	SAT	SUN	MON-FRI		SAT	In p
				Daily Charges	Increase per day	Daily Charges	
BETHNAL GREEN ROAD	£31.00	£36.10	N/A	£32.00	£1.00	£37.30	
BRICK LANE AREA	N/A	N/A	£49.50	N/A	N/A	N/A	
CHRISP STREET	£31.00	£36.10	N/A	£32.00	£1.00	£37.30	
PETTICOAT LANE*	£31.00	N/A	£41.30	£32.00	£1.00	N/A	
ROMAN ROAD	£31.00	£36.10	N/A	£32.00	£1.00	£37.30	
ROMAN ROAD SQUARE	£31.00	£36.10	N/A	£32.00	£1.00	£37.30	
SCALTER STREET	£31.00	£36.10	N/A	£32.00	£1.00	£37.30	
WATNEY STREET	£31.00	£36.10	N/A	£32.00	£1.00	£37.30	
WHITECHAPEL ROAD	£31.00	£36.10	N/A	£32.00	£1.00	£37.30	

*STREETS WITHIN PETTICOAT LANE – BELL LANE, COBB STREET, GOULSTON STREET, MIDDLESEX STREET, NEW GOULSTON STREET, STRATFORD STREET, WENTWORTH STREET

REGENERATION TRADING FEES	MON-FRI	SAT	SUN	MON-FRI		SAT	In p
				Daily Charges	Increase per day	Daily Charges	
REGENERATION	£17.60	£22.70	£27.90	£18.20	£0.60	£23.50	

EXTRA PITCH FEES	MON-FRI	SAT	SUN	MON-FRI		SAT	In p
				Daily Charges	Increase per day	Daily Charges	
BETHNAL GREEN ROAD	£9.30	£14.50	N/A	£9.60	£0.30	£15.00	
BRICK LANE AREA	N/A	N/A	17.60	N/A	N/A	N/A	
COLUMBIA ROAD	N/A	N/A	£30.10	N/A	N/A	N/A	
CHRISP STREET	£9.30	£14.50	N/A	£9.60	£0.30	£15.00	
PETTICOAT LANE (NON-FOOD)*	£8.30	N/A	17.60	£8.60	£0.30	N/A	
ROMAN ROAD	£9.30	£14.50	N/A	£9.60	£0.30	£15.00	
ROMAN ROAD SQUARE	£9.30	£14.50	N/A	£9.60	£0.30	£15.00	

STROUDLEY WALK	£9.30	£14.00	N/A	£9.60	£0.30	£15.00	
WATNEY STREET	£9.30	£14.50	N/A	£9.60	£0.30	£15.00	
WHITECHAPEL ROAD	£10.40	£14.50	N/A	£10.80	£0.40	£15.00	
		<i>*STREETS WITHIN PETTICOAT LANE – BELL LANE, COBB STREET, GOULSTON STREET, MIDDLESEX STREET, NEW GOULSTON STREET, ST STREET, WENTWORTH STREET</i>					
EXTRA PITCH FRUIT & VEG/FISH FEES	MON-FRI	SAT	SUN	MON-FRI		SAT	
				Daily Charges	Increase per day	Daily Charges	Increase per day
BETHNAL GREEN ROAD	£20.70	£36.10	N/A	£21.40	£0.70	£37.30	
CHRISP STREET	£20.70	£36.10	N/A	£21.40	£0.70	£37.30	
ROMAN ROAD	£20.70	£36.10	N/A	£21.40	£0.70	£37.30	
WATNEY STREET	£20.70	£36.10	N/A	£21.40	£0.70	£37.30	
WHITECHAPEL ROAD	£25.80	£36.10	N/A	£26.60	£0.80	£37.30	
OTHER FEES	MON-FRI	SAT	SUN	MON-FRI		SAT	
				Daily Charges	Increase per day	Daily Charges	Increase per day
ISOLATED PITCH	£41.30	£56.80	£58.80	£42.60	£1.30	£58.60	
Pitch Suspension Charge (Per Pitch)				£19.00	N/A	£27.00	
FORECOURT TRADING (PER WEEK)	£103.10			£103.10			
DISPLAY OF GOODS AND OTHER USE OF PUBLIC FOOTWAY SPACE (PER SQUARE METRE, PER DAY)	£1.30			£1.30			
ADMINISTRATION CHARGES	PROPOSED CHARGES			PROPOSED CHARGES			
PERMANENT LICENCE APPLICATION/RENEWAL FEE (UP TO 3 YEARS)	£92.80			£92.80			
TEMPORARY LICENCE APPLICATION (6MONTHS)	£61.90			£61.90			
TEMPORARY RENEWAL FEE (6MONTHS)	£31.00			£31.00			
REGISTERED ASSISTANT APPLICATION/ RENEWAL FEE	£34.10			£34.10			
PUBLIC FOOTWAY LICENCE APPLICATION FEE - SHOP DISPLAY/ ABOARD/ SPECIFIED SERVICE ETC (6 MONTHS)	£15.50			£15.50			
PUBLIC FOOTWAY LICENCE - TABLES & CHAIRS	£130.00			£130.00			
PUBLIC FOOTWAY LICENCE- APPLICATION FEE ISOLATED PITCH (6MONTHS)	£15.50			£15.50			
FEES FOR A LICENCE - GENERAL ADMINISTRATION (E.G. REFUNDS ETC)	£31.10			£31.10			
FEES FOR A LICENCE - ARREARS LETTER	£25.80			£25.80			
FEES FOR A LICENCE - FINAL REMINDER	£25.80			£25.80			
FEES FOR A LICENCE - LICENCE VARIATION (QUARTERLY)	£67.10			£67.10			
FEES FOR A LICENCE - REPLACEMENT PITCH CARD	£20.70			£20.70			

FEEES FOR A LICENCE - NEW PITCH DESIGNATION (PER PITCH)	£1066.10	£1066.10
ELECTRICITY CHARGE - CHRISP STREET MARKET (PER DAY)	£5.20	£5.20
PAT TESTING FEE (PER ANNUM)	£36.10	£36.10
ELECTRICITY CHARGE	Metered	Metered
PRIVATE LAND TRADING, IN MARKET VICINITY FEE EACH TRADER PER DAY	£51.60	£51.60
PRIVATE LAND IN VICINITY OF MARKET APPLICATION FEE	£103.10	£103.10
USE OF COUNCIL EQUIPMENT (GAZEBOS ETC) PER DAY BY NON TRADERS	£31.00	£31.00
USE OF COUNCIL EQUIPMENT (GAZEBOS ETC) PER DAY BY TRADERS	£5.20	£5.20
EVENT FEE PROMOTION (PER DAY)	£56.80	£56.80
EVENT FEE PROMOTION E1 Postcode (PER DAY)	£56.80	£56.80
ADMINISTRATION FEE - SOURCING TRADERS FOR EVENTS	£51.60	£51.60
ADDITIONAL CLEANSING CHARGE PER DAY (FRESH PRODUCE/ FLOWER REFUSE)	INVOICED EQUALLY AMONST TRADERS PER MARKETS	INVOICED EQUALLY AMONST TRADERS PER MARKETS
ADDITIONAL CLEANSING CHARGE PER DAY (FOOD COURTS)	INVOICED EQUALLY AMONST TRADERS PER MARKETS	INVOICED EQUALLY AMONST TRADERS PER MARKETS
DEEP CLEAN OF MARKET LOCATIONS	INVOICED EQUALLY AMONST TRADERS PER MARKETS	INVOICED EQUALLY AMONST TRADERS PER MARKETS

Equality Impact Analysis Screening Tool

Section 1: Introduction

Name of proposal For the purpose of this document, 'proposal' refers to a policy, function, strategy or project
Markets & Street Trading Fees
Service area and Directorate responsible
Parking, mobility and market services, Public Realm, Communities Directorate
Name of completing officer
Damian Patchell – Markets & Street Trading Manager
Head of Service
Damian Patchell – Markets & Street Trading Manager; Michael Darby – Head of parking, mobility and markets

The Equality Act 2010 places a 'General Duty' on all public bodies to have 'due regard' to the need to:

- Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act
- Advance equality of opportunity between those with 'protected characteristics' and those without them
- Foster good relations between those with 'protected characteristics' and those without them

This Equality Impact Analysis provides evidence for meeting the Council's commitment to equality and the responsibilities outlined above. For more information about the Council's commitment to equality, please visit the Council's [website](#).

Section 2: Summary of proposal being screened

Describe the proposal including the relevance of proposal to the general equality duties and protected characteristics under the Equality Act 2010
Fees and charges are reviewed annually as part of the financial and business planning process. This ensures that they are set at the appropriate level for the prevailing economic circumstances and represent good practice in terms of the Council's aim to provide value for money.

The proposal is to increase Street Trading Fee's by approximately 3.1%, below the established 9% when the fees were calculated. The lower increase supports the Mayor's commitment to boost business, and specifically to support markets.

The council does not hold information on market traders by protected characteristic.

The proposal is to increase fees by the same proportion for all street and market traders across all markets in the borough.

There is no direct or indirect disproportionate impact of these proposals to market traders based on any protected characteristics.

Section 3: Equality Impact Analysis screening

<p>Is there a risk that the policy, proposal or activity being screened disproportionately adversely impacts (directly or indirectly) on any of the groups of people listed below?</p> <p>Please consider the impact on overall communities, residents, service users and Council employees.</p> <p>This should include people of different:</p>	Yes	No	Comments
<ul style="list-style-type: none"> ▪ Sex 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
<ul style="list-style-type: none"> ▪ Age 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
<ul style="list-style-type: none"> ▪ Race 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
<ul style="list-style-type: none"> ▪ Religion or Philosophical belief 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
<ul style="list-style-type: none"> ▪ Sexual Orientation 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
<ul style="list-style-type: none"> ▪ Gender re-assignment status 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
<ul style="list-style-type: none"> ▪ People who have a Disability 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	

(physical, learning difficulties, mental health and medical conditions)			
▪ Marriage and Civil Partnerships status	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
▪ People who are Pregnant and on Maternity	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
• People who have Care Experience	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
<p>You should also consider:</p> <ul style="list-style-type: none"> ▪ Parents and Carers ▪ Socio-economic status ▪ People with different Gender Identities e.g. Gender fluid, Non-binary etc. ▪ Other 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	

If you have answered **Yes** to one or more of the groups of people listed above, **a full Equality Impact Analysis is required**. The only exception to this is if you can 'justify' the discrimination (Section 4).

Section 4: Justifying discrimination

Are all risks of inequalities identified capable of being justified because there is a:	
(i) <i>Genuine Reason</i> for implementation	<input type="checkbox"/>
(ii) The activity represents a <i>Proportionate Means</i> of achieving a <i>Legitimate Council Aim</i>	<input type="checkbox"/>
(iii) There is a <i>Genuine Occupational Requirement</i> for the council to implement this activity	<input type="checkbox"/>

Section 5: Conclusion

Before answering the next question, please note that there are generally only two reasons a full Equality Impact Analysis is not required. These are:

- The proposal is likely to have **no or minimal impact** on the groups listed in section three of this document.

Conclusion details


Based on your screening does a full Equality Impact Analysis need to be performed?

Yes	No
<input type="checkbox"/>	<input checked="" type="checkbox"/>

If you have answered **YES** to this question, please complete a full Equality Impact Analysis for the proposal

If you have answered **NO** to this question, please detail your reasons in the 'Comments' box below

Comments

<p>Cabinet</p> <p>10 July 2024</p>	 <p>TOWER HAMLETS</p>
<p>Report of: Steve Halsey, Chief Executive</p>	<p>Classification: [Unrestricted]</p>
<p>LBTH Productivity Plan</p>	

Lead Member	Mayor Lutfur Rahman
Originating Officer(s)	Ayesha Hakim Rahman, Acting Deputy Director Strategy, Improvement & Transformation
Wards affected	All
Key Decision?	No
Reason for Key Decision	This report has been reviewed as not meeting the Key Decision criteria.
Forward Plan Notice Published	N/A
Exempt information	None
Strategic Plan Priority / Outcome	All

Special Circumstances Justifying Urgent Consideration/ ‘Reasons for Urgency

This report was published after the statutory publication deadline due to delays with internal consultation. It is important that this report is considered at this Cabinet meeting due to the requirement from the Department for Levelling Up, Housing & Communities to publish a Productivity Plan by 19 July 2024.

Executive Summary

The LBTH Productivity Plan responds to a Department for Levelling Up, Housing & Communities (DLUHC) request for all councils to assess and report on efficiency improvements. The plan details our approach to service delivery, organisational structure, and resident value.

Key points:

- **Submission deadline:** 19 July 2024
- **Public transparency:** Plan will be uploaded to the council website

Benefits:

- Contributes to national efforts to identify best practices and enhance local government.
- Provides council residents with insight into our commitment to efficiency.

Recommendations:

The Mayor in Cabinet is recommended to:

1. Approve the LBTH Productivity Plan (Appendix 1). This plan fulfils the government's request for councils to assess and report on efficiency improvements.
2. Acknowledge the submission deadline of 19 July 2024 and website publication requirements. The council will ensure timely submission and public accessibility of the plan.
3. Recognise the LBTH productivity plan as a positive reflection of ongoing efforts to strengthen its efficiency framework. The plan demonstrates the council's commitment to continuous improvement and resident value.

1 REASONS FOR THE DECISIONS

The following factors necessitate the recommendations outlined in this report:

- 1.1 Government mandate: The Minister for Local Government requested all councils develop Productivity Plans to identify best practices and areas for improvement (Appendix 2).
- 1.2 Transparency and accountability: Councillor oversight and public access to the plan (published on the council website) are crucial, as mandated by the department.
- 1.3 Meeting the deadline: Timely submission of the LBTH Productivity Plan (Appendix 1) by 19 July 2024 ensures compliance with department requirements.

2 ALTERNATIVE OPTIONS

Recommended option:

- 2.1 The plan incorporates a visual dashboard on the final page of the LBTH Productivity Plan (Appendix 1). This dashboard highlights key metrics showcasing areas of productivity across the council. We believe this format offers a unique and impactful way to present our achievements.

Alternative approaches considered:

- 2.2 Narrative-only plan: Plans from other councils may only present a narrative. However, omitting the dashboard could limit the opportunity to showcase best practices through data visualisation.
- 2.3 Addressing all sub questions: The narrative can address all sub-questions provided by the department, but these were optional and the plan is limited to four pages (relevant sub-questions have been addressed within the narrative).

3 DETAILS OF THE REPORT

- 3.1 The LBTH Productivity Plan (Appendix 1) responds to a directive from the Minister for Local Government dated 19 April 2024 (Appendix 2), for all councils to develop productivity plans. The plans are designed to:
- Identify national best practices in service delivery and efficiency.
 - Uncover common challenges and opportunities for improvement across local government.
 - Inform future strategies for enhancing resident value.
- 3.2 The department provided the following guidelines for plan development:
- **Length:** 3 – 4 pages.
 - **Content:** Focus on recent and ongoing initiatives to transform the council's organisation and services, with emphasis on:
 - o Efficiency of service design and delivery;
 - o Leveraging technology and data for better decision-making and resource allocation;
 - o Strategies to minimise wasteful spending; and
 - o Identification of barriers requiring government intervention.
 - **Metrics:** Inclusion of relevant metrics to track progress (addressed by productivity dashboard on the last page of the plan).
 - **Submission:** Deadline of 19 July 2024, with email submission and website publication for public access.
 - **Approval:** Councillor oversight and endorsement before submission.
- 3.3 The department will analyse submitted plans to identify common themes and best practices (individual plans will not be scored or rated). A panel of experts will be established to evaluate the findings and propose collaborative improvements for national and local government.

4 EQUALITIES IMPLICATIONS

- 4.1 There are no equalities implications directly resulting from this report.

5 OTHER STATUTORY IMPLICATIONS

- 5.1 The LBTH Productivity Plan demonstrates the council's clear commitment to Best Value obligations as outlined in the Local Government Act 1999. The plan fosters economic, efficient, and effective service delivery while establishing a robust framework for continuous improvement in the following ways:
- By analysing national best practices identified through the plan, the council can determine and implement more cost-effective service delivery models, ensuring resources are used efficiently to enable the best possible outcomes for residents.
 - The plan's emphasis on metrics fosters a data-driven approach. This enables the council to objectively assess the effectiveness of current programmes and services, ensuring resources are allocated towards initiatives with the highest impact.
 - The plan's focus on recent and ongoing initiatives highlights the council's commitment to continuous improvement. Participation in the national review process allows for ongoing knowledge exchange and identification of new opportunities to enhance efficiency and effectiveness.

6 COMMENTS OF THE CHIEF FINANCE OFFICER

- 6.1 The approval of the Productivity Plan does not have any financial implications. The activities contained in the plan are being delivered from existing resources.

7 COMMENTS OF LEGAL SERVICES

- 8 The completion of a productivity plan assists in demonstrating the Council's commitment to the Best Value obligations set out in the Local Government Act 1999.

Linked Reports, Appendices and Background Documents

Linked Report

- NONE

Appendices

- Appendix 1: LBTH Productivity Plan
- Appendix 2: Letter from the Minister of Local Government

Background Documents – Local Authorities (Executive Arrangements)(Access to Information)(England) Regulations 2012

- NONE

Officer contact details for documents:

Ayesha Hakim Rahman

Acting Deputy Director Strategy, Improvement & Transformation

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London Borough of Tower Hamlets Productivity Plan



How have you transformed the way you design and deliver services to make better use of resources?

Tower Hamlets Council is undergoing a bold transformation journey, driven by a commitment to using our resources wisely and delivering exceptional services to our residents.

Turning the tide: financial sustainability

Faced with financial challenges, we took decisive action last year, identifying over £43m in efficiency savings and resolving significant historical financial management issues. This allowed us to reinvest in frontline services, investing in council systems and community support programmes for young people and vulnerable residents.

Balancing priorities: council tax fairness and investment

This year, we adopted a groundbreaking approach to council tax. We understand the rising cost of living and its impact to residents. Therefore, while agreeing to a 2.99% rise in the general council tax element, this increase will be offset for many households by the new Council Tax Cost of Living Relief Fund. This means households with incomes below £49,500 will not need to pay the increase. Additionally, a dedicated budget of £658,000 ensures the established council tax reduction scheme will also continue to support those who need it most.

Investing in a brighter future for our residents

The relocation of the Town Hall to the heart of Tower Hamlets is a symbol of our commitment to accessibility. This strategic decision has helped regenerate the area and made local services more accessible for all residents. We are further enhancing accessibility by extending the opening hours of community centres, ensuring residents have convenient access to the support they need.

We are also investing in the future of Tower Hamlets with initiatives such as becoming the first council in the country to offer free secondary school meals, as well as student bursaries to ensure all children have the opportunity to reach their full potential.

The Medium Term Financial Strategy outlines our commitment to sustained improvement in key areas such as health, waste management, education, and social care. By strategically allocating resources, we continue to build a stronger, healthier, and more vibrant Tower Hamlets for all.

People First transformation journey

Tower Hamlets Council's 'People First' transformation journey is much more than delivering better services – it is about doing so with a laser focus on resource optimisation. Our innovative approach utilises a powerful three-pronged approach. Firstly, a robust transformation governance framework ensures strategic oversight and informed decision making, to prevent wasted resource due to misaligned priorities. Secondly, our substantial workforce culture transformation programme – Innovation TH – builds on collaboration and innovation to foster creative solutions that maximise the impact of every resource. Finally, we are revamping our Target Operating Model to prioritise resident needs, streamline structures and empower teams.

A new blueprint for the future

Our new Target Operating Model (TOM) serves as the cornerstone of our transformation journey. This resident-focused model is designed to create a more efficient, effective, and responsive public sector organisation that truly serves its communities. By streamlining processes and optimising resource allocation, the TOM empowers our teams to proactively deliver more responsive services for residents.

Empowering our people, strengthening our services

We strengthened our organisational structure, creating dedicated directorates for Communities and

Housing & Regeneration. These directorates ensure a laser focus on public safety, the environment, and maintaining our position as a regional leader in new social housing development. We recognise the importance of investing in internal functions such as Human Resources, Organisational Development, Business Support and Procurement. Plans are in place to enhance these services, leading to increased efficiency and improved service delivery.

Measuring progress: multiple lenses, meaningful outcomes

The council's comprehensive transformation dashboard tracks progress against financial goals, industry benchmarks and resident engagement measures (referenced in productivity dashboard at the end of this update). Strategic progress is monitored via the Annual Delivery Plan against agreed KPI's, and partnership progress is overseen by our dedicated Partnership Executive Group. This multi-pronged approach ensures we deliver value for money, while keeping residents at the heart of everything we do.

How do you plan to take advantage of technology and make better use of data to improve decision-making, service design and use of resources?

At Tower Hamlets Council, we are on a mission to become a truly data-driven organisation, harnessing the power of technology and data to make smarter decisions, design better services, and optimise resource allocation. This translates to better outcomes for our residents and a more efficient, forward-thinking council.

The power of collaboration: the Health Determinants Research Collaboration (HDRC)

The HDRC is a pioneering initiative at the forefront of our data journey. This dynamic work fosters collaboration across service departments, tackling challenges around data collection, data quality, and data management. The HDRC is actively developing a resident-facing platform to encourage open communication and participation in research projects, fostering a spirit of transparency and co-creation.

Building a strong data foundation

We are committed to using analytical tools like Power BI to automate data gathering and linking, ensuring consistency and enriching insights. We believe in open communication and data transparency – initiatives are underway to make data more accessible to residents through partnerships and co-production efforts. By leveraging data analytics, we are aligning budgets with our priorities, implementing real-time financial reporting, and empowering budget holders with technology they need to manage resources efficiently.

Strength in partnership: data sharing for improved outcomes

Robust data sharing partnerships are key to our success. We have strong relationships with health, safeguarding, and community safety partners. This collaborative approach has already yielded impressive results, with our community safety work being recognised as 'sector leading' by the police. Similarly, data-sharing with health organisations has led to improvements in areas such as reduced hospital transfer delays.

EDITH: a powerful tool for population health

We are excited to develop EDITH – a place-based data tool to holistically understand health and its determinants across demographics and trends within Tower Hamlets. This interactive platform will be a central hub for health intelligence, informing evidence-based decisions to address population needs across healthcare, social care, and community sectors.

The future of data: predictive analytics and AI

The Council is strategically investing in data architecture and infrastructure to support future applications such as predictive analytics and AI. A solid data foundation will allow us to optimise data quality, developing statistical models to identify and address inequalities, ultimately transforming Tower Hamlets into a data-driven, future-proof organisation.

Your plans to reduce wasteful spend within your organisation and systems?

At Tower Hamlets Council, we are committed to responsible financial management. We are constantly working to identify and eliminate wasteful spending, ensuring every penny goes towards delivering the best possible services for our residents.

Identifying and eliminating waste

We have implemented a multi-layered approach to ensure responsible financial management. Our annual budget setting process prioritises need, actively identifies opportunities for savings, and rigorously challenges proposals before implementation.

Dedicated transformation boards oversee budget monitoring and spending. The council's Budget Board, chaired by the Corporate Director of Resources, meets monthly to ensure financial health of our organisation. The board monitors spend against budgets, assesses progress towards efficiency targets, and reviews all budget growth requests. By ensuring proper financial procedures and controls, the Budget Board provides sound recommendations that guide our leadership team's decisions.

We are collaborating with a trusted third-party company to review and streamline procurement services. This expert partnership allows us to assess current spending on third-party external contracts and implement a more commercial approach to maximise efficiency and cost savings.

Investing to Save: smart strategies for long-term gains

The Council is making strategic investments that yield long-term benefits. For example, our £4.9m investment in tech-enabled care is projected to save an impressive £10.3m over five years. Similarly, our voluntary redundancy scheme, with a payback period of just 1.1 years, will deliver ongoing savings of nearly £3m.

Optimising staff costs: reducing reliance on agency and consultancy services

In 2023/24, agency staff accounted for 14% of our total employee costs. We are actively taking steps to reduce this by transitioning qualified agency staff to permanent roles. This year, significant cost savings (c£4.5m annually) were achieved by making such transitions, particularly for senior positions. We are committed to further reducing reliance on agency workers and currently have a plan to address the remaining long-term agency staff positions.

The barriers preventing progress that the Government can help to reduce or remove?

At Tower Hamlets Council, we are dedicated to continuous improvement and delivering exceptional services for our residents. However, external factors can put a strain on our ability to deliver the high-quality services our community deserve. This is particularly evident in the Housing sector, where national and regional pressures are compounded by Tower Hamlets' unique demographics, creating a complex and demanding environment.

What we need to move forward

Stable funding: Multi-year funding structures, like our current three-year Medium Term Financial Strategy (MTFS), are vital for effective planning and resource allocation. We urge the government to move away from one-year allocations.

Policy and collaboration pilots: Our unique set of challenges and opportunities positions us well to contribute valuable insights to policy development. We are keen to participate in collaborative pilot programmes with government departments, building on existing successful partnerships such as those with the Department for Education and Department for Levelling Up, Housing and Communities.

Streamlined reporting: Reducing the burden of reporting requirements from central government would free up valuable resources that could be better utilised in directly serving our residents.

Proportionate scrutiny: Tower Hamlets Council is proud to be one of the most financially stable and effectively run councils in the UK. A proportionate and fair approach to government scrutiny is essential. While we welcome constructive reviews, lengthy and disruptive interventions can hinder progress.

We believe that by working together, the government and local authorities can achieve remarkable outcomes. Through collaboration, streamlined processes, and a long-term vision, we can build a stronger, more prosperous Tower Hamlets for all.

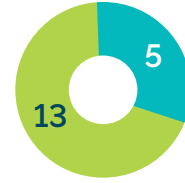
Tower Hamlets Productivity Plan – Visual Metrics



How you have transformed the way you design and deliver services to make better use of resources.

Peer review progress

Local Government Association recommendations for improvement:
 – 5 completed – 13 in progress

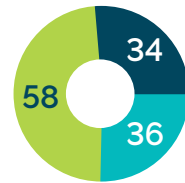


Budget sustainability

Key budget highlights
 – £0.3m revenue underspend for the general fund in 2023/24
 – £81.7m of general fund capital investment in 2023/24
 – £20m general fund reserve

Mayor's transformational priorities

Progress of projects focused on the Mayor's manifesto:
 – 36 completed
 – 58 on schedule
 – 34 reprogrammed



DLUHC Data Performance – Oflog financial indicators

At **85.7%**, Tower Hamlets ranks **6th** among its CIPFA neighbours
 At **64.4%**, Tower Hamlets ranks **7th** among its 16 CIPFA neighbours

Ranked **6/16** Top **25%**

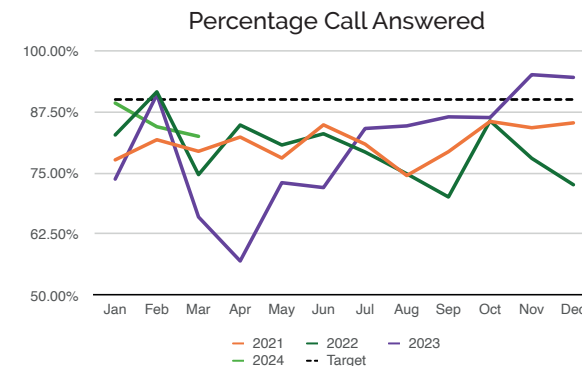
Non-ringfenced reserves as percentage of net revenue expenditure Non-ringfenced reserves as a percentage of service spend

Transforming organisation's structure

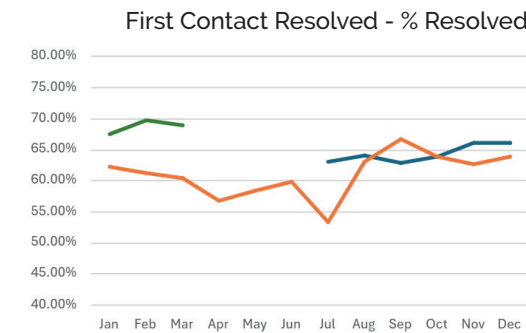
Identified **£43.4m** savings and created **5** transformation boards to strengthen the governance and improve performance.
£5m restructure savings (**£3.4m** services and **£1.6m** corporate restructure savings).

Customer metrics

These metrics highlight the productivity of residents' issue resolution at the corporate contact centre



The percentage of calls answered in April 2024 was **89%**. This is an increase of **32** percentage points from April 2023.



The percentage of calls resolved at first contact in April 2024 was **68%**. This is an increase of **11** percentage points from last year.

People First Transformation

These are the tools put in place to deliver one of the most ambitious agendas in local government:



Finance metrics

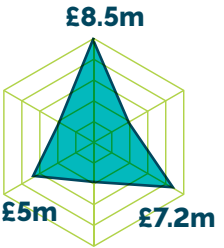
Key financial indicators:

- We have identified **£43.4m** of savings - **£5.6m** more than our target
- Our capital expenditure is fully funded - **£755m** to be invested over the next 3 years
- We have minimised additional borrowing requirements with just **4% (£2.7m)** of new General Fund capital investment funded from borrowing.
- Oflog indicators show that Tower Hamlets has a comparably high level of Non-ringfence reserves in comparison to other authorities (a value of **85.7%** of net revenue expenditure).



Your plans to reduce wasteful spend within your organisation and systems.

In the MTFS, the Council has **£8.5m** of transformation savings, **£7.2m** of efficiency savings and **£5m** of restructure savings.



In 23/24, agency spend accounted for **14%** of total employee costs – a reduction of **0.9** percentage points from the previous year.

Currently there are **199** agency staff who have been in place for over a year – a reduction of **53** from the previous year.

The Council is investing in tech enabled care with investment of **£4.9m** over the next 5 years and savings of **£10.3m** expected over the same period.

We have **5** EDI staff networks in the Council, each of which receives an annual budget of **£3,000**.



Department for Levelling Up,
Housing & Communities

Simon Hoare MP
Minister for Local Government
2 Marsham Street
London
SW1P 4DF

16 April 2024

Dear Chief Executive

Productivity in Local Government

As you know, the Government is reviewing productivity across all public services and local government is, of course, part of that exercise. The recent [Local Government Finance Settlement](#) announced that councils would be asked to produce productivity plans. This letter formally begins that process.

May I first thank you for your very helpful engagement with my officials. Your views and thoughts have been valuable in shaping this approach to make it as useful as possible for all of us.

Local government has already done a huge amount in recent years to improve productivity and efficiency. However, lockdown and post-lockdown has proved challenging, and you are looking for new ways to go further. These new plans will help us understand what is already working well across the whole country, what the common themes are, whether there are any gaps and what more we need to do to unlock future opportunities. We will share these important lessons across the sector.

Productivity is not one-dimensional, and I would encourage you to consider the various facets that encompass the drive for greater productivity. When developing your plans, please think broadly and include reference to not only how you run your organisation, but also how you run the public services you provide and how you provide place leadership. It is with this wide view that we can ensure we are providing value for money for residents.

I am not looking to impose excessive burdens. I am not issuing you with a formal template or a detailed list of criteria to meet. I expect your plans to be three to four pages in length, and to set out what you have done in recent years, alongside your current plans, to transform your organisation and services. I do not want to specify a list of metrics you must report, but I do want to understand how you will monitor and assess your plans to assure yourselves and your residents that they will be delivered.

The plans should consider the below themes and where appropriate, should reference the work your council undertakes alongside other public services, such as the NHS and police.

1. How you have transformed the way you design and deliver services to make better use of resources.

Questions to consider:

- how has the organisation changed in recent years to become more productive? You may wish to consider what you have done around staffing, structures, operating models etc;
- how do you measure productivity in your organisation?
- what changes have you made to improve services, and what effects have those had?
- what are your current plans for transformation over the next two years and how will you measure the effects of those changes?

- looking ahead, which service has greatest potential for savings if further productivity gains can be found? What do you estimate these savings to be?
- what role could capital spending play in transforming existing services or unlocking new opportunities? If you have already used capital spending to boost growth or improve services, we would be interested in learning more;
- what preventative approaches you have undertaken and can the value of these be quantified?
- are there wider locally-led reforms that could help deliver high quality public services and improve the sustainability and resilience of your authority?

2. How you plan to take advantage of technology and make better use of data to improve decision making, service design and use of resources.

Questions to consider:

- what are your existing plans to improve the quality of the data you collect; how do you use it and how do you make it available to residents?
- are there particular barriers from legacy systems?
- how often do you share data with other organisations, and do you find this useful?
- Are there opportunities to use new technology to improve workflows and systems, such as predictive analytics and AI?

3. Your plans to reduce wasteful spend within your organisation and systems.

I know we will share the aim to reduce waste wherever we can and, while you have all made huge strides in recent years, no organisation is ever 100% efficient. You should set out your plans to reduce wasteful or “gold-plated” spend.

Questions to consider:

- how do you approach identifying and reducing waste in the organisation? How do you monitor progress?
- where have you followed invest to save and what was the result?
- how much time and money do you spend on staff EDI training (internal and external), networks, and other programmes? How many EDI Champions do you have as an organisation? How do you log and report the time and money spent on EDI related activity? How do you assess the effectiveness of that training?
- what percentage of total staff budget is spent on a) agency and b) consultants? How do you assess value for money on agency & consultancy spend and what are your plans to reduce use / costs? How many of those consultants or agency staff have been in place for over a year?
- what governance structures do you use to ensure accountability of spend?
- do you share office functions with other councils and if so, how useful do you find this?
- if you share external training costs with neighbouring councils, how do you factor out duplications of service between your council and your upper-tier council (if you have one)?

- if you have one, what is your assessment and experience of working with an elected mayor, combined authority, or devolution deal?
- what proportion of your paybill is spent on trade union facility time?

4. The barriers preventing progress that the Government can help to reduce or remove.

There will be barriers preventing you from going as far or as fast as you would like to. I would like your plans to set those out, so that we can understand how government, or the market, can help you overcome these barriers to go even further.

Questions to consider:

- what are the barriers preventing you from improving productivity further within your organisation?
- what are the barriers preventing you from improving services further?
- are these barriers consistent across multiple services?
- what would you need to remove those barriers? What do you need from government, the market or elsewhere?

Your plans must be returned by 19 July 2024, by email to productivityplans@levellingup.gov.uk.

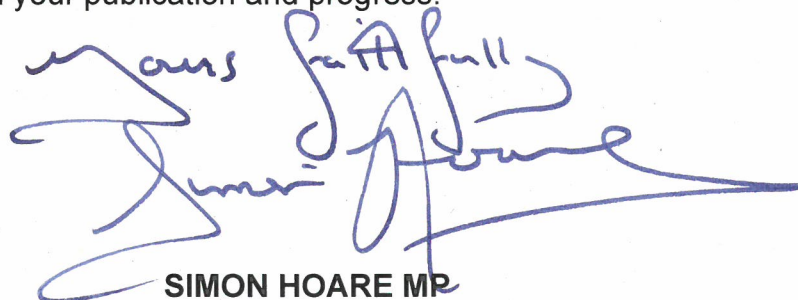
You must ensure that there is member oversight and endorsement of the plan before it is submitted, and the plan must also be uploaded to your website so that residents can see it. You should consider how you will update the plans and report on progress on a regular basis. The plans should also contain relevant metrics and key performance indicators to allow you and your residents to monitor progress.

Once received, we will review the plans to identify common themes and issues across the sector. We are keen to highlight best practice that others can learn from.

Individual plans will not be rated or scored, and we will not produce any kind of league tables. We are interested in understanding what is happening across the sector.

We are setting up a panel to consider the themes and evidence that comes from the plans. I will chair the panel and bring together experts from the sector and beyond, including Oflog and the LGA. They will consider the issues emerging from the plans, the implications for future national policy design, the role of government in supporting further change and the role of the sector in going further. The panel will advise national government and local government, and I believe this collaborative approach will ensure the most effective outcomes.

I look forward to updates on your publication and progress.



SIMON HOARE MP
Minister for Local Government

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